

URBAN/MUNICIPAL

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M34

1994

MINUTES OF THE OPERATIONS
AND FINANCE COMMITTEE

JANUARY

URBAN/MUNICIPAL

CA4 ON HBL W26

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JANUARY, 1994

OPERATIONS AND FINANCE COMMITTEE

URBAN M.

FEB 1994

GOVERNMENT DOCUMENTS



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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**MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 01 11**

Present: Trustees S. Hill (Chairman), Desmarais, Korz, Lowe, Rodgerson, Rogers and Allen.

Also

Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mason, Mulholland, Orban, Stewart and Wilson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Areas 1 and 3
N. Nicholls, Superintendent of Schools - Areas 2 and 4
S. Rogers, Assistant to the Secretary

Mrs. Hill called the meeting to order.

Moved by Ms. Orban:

That the minutes of the regular meetings of 1993 11 09 and 1993 12 07 be approved as presented. **CARRIED.**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Verbal Report from the
Officials regarding
Restructuring Fund**

Mr. Goodridge explained the reason for this item being on the agenda and suggested that trustees may first wish to consider the ensuing Integrated Information Systems Status Report before moving in a different direction.

Noting that he had initially opposed the need for this retraining, Mr. Mulholland stated he wished to have the money allocated back to the purpose originally intended. He considered Mr. Goodridge's verbal report to be a sufficient response to the referral motion.

Moved by Mr. Mulholland:

That the \$18,000 from the Restructuring Fund be allocated to the Plant Department for retraining of Site Leaders.

Several trustees spoke in support of the motion, which was put to a vote and was **CARRIED.**

It was agreed:

That the Verbal Update regarding the Restructuring Fund be received for information.

NEW BUSINESS:

**Status Report - Integrated
Information System (IIS)**

Ms. Gillie advised that this is a status report covering the period of time since her appointment to this Superintendency and it is her intent to continue to bring updates as appropriate rather than annual reports. In future, she anticipates an opportunity for a "hands-on" demonstration for trustees.

In presenting the report, Ms. Gillie reviewed the history of the IIS Project, noting the project is approximately 12-16 months behind the schedule established in the Strategic Plan. It is the belief of both Ms. Gillie and the Project Team that targeting staff training and understanding of not only software but information sharing and management is a priority. Pages 4 and 5 contain a status summary of the individual information systems projects and other issues impacting on the IIS schedule. Relative to the financial information on Page 2, Ms. Gillie outlined the rationale for the expected surplus from 1993 Revenues and identified 1994 Budget Priorities.

In conclusion, Ms. Gillie remarked that the prime focus this year will be the Financial Information System (FIS) Project, along with "catching up" and repositioning the plan. In 1995, she anticipates bringing an upgraded Strategic Plan for 1996 and beyond for presentation in 1995.

Several trustees voiced their appreciation for the format and content of the report.

Miss Cunningham expressed her utmost support to achieve these goals, noting she had been concerned with the way this project had been going. She stated her admiration for the people who have been involved in this project and welcomed the supervisory support the Team will now receive from Ms. Gillie.

Ms. Gillie assured Miss Cunningham that a more detailed report regarding salaries, wages and consulting fees would be part of the budget process.

Miss Cunningham was pleased that Ms. Gillie intends to "stand back and review the Strategic Plan and review what is available". In responding to Miss Cunningham's inquiry whether it would be of benefit to have more programmers to ensure sufficient staffing, Ms. Gillie remarked that she was not convinced there was a need to add Programming staff as opposed to changing the way the department operates. She explained that the development of systems for the FIS will commence and it would become more clear in 1995 whether increased staffing was warranted and where; however, she appreciated the support and stated she would like to "hold that offer in reserve".

When Miss Cunningham expressed dismay at the length of time involved in bringing the FIS on line, Ms. Gillie acknowledged her concerns noting that both short term and long term directions will occur. She also advised that while a decision has not been made, she would like to be able to have some vendors respond to our FIS needs.

Moved by Mr. Korz:

That the following recommendations in the Status Report on the Integrated Information Systems be

approved:

- a) That the Status Report be approved.
- b) That a reserve be established in the amount of \$300,000 towards the implementation of the Financial Information System.
- c) That the 1994 Goals as outlined in Appendix One continue to be reviewed, subject to the 1994 Budget.
- d) That comprehensive staff development be a major focus for 1994, subject to the 1994 Budget.

After complimenting the report, Mr. Korz asked for Ms. Gillie's perception of the original projections for saving money.

While not able to provide a precise answer, Ms. Gillie affirmed that savings will be achieved. She believed that the organization's understanding, use and availability of information will be critical to recouping savings.

Noting the emphasis on training/staff development, Mrs. Rodgerson queried if it is the intent to continue using a computer lab presently located at the Dundurn Warehouse.

Ms. Gillie stated that she is working with Mr. Binns to ensure all staff receive necessary training, however, she anticipates that a recommendation regarding the status of the Dundurn facility will be included in the Accommodation Report and possible alternatives to this location are being considered.

Mrs. Rodgerson commented on her desire for a higher priority to be given to trustees relative to the IIS planning.

Based on the projected surplus of \$393,000 on page 2, Dr. Johnston questioned why the Reserve total was not higher and it was

Moved in amendment by Dr. Johnston:

- b) That a reserve be established in the amount of the IIS surplus towards the implementation of the Financial Information System.

Dr. Johnston observed that it has not been our practice to carry funds forward, but he felt this was the most appropriate approach to ensure the funds would be used as recommended in the coming years.

Mr. Darby opposed the amendment, believing this extra money may be required during the budget. In reply to his question about whether the majority of this Reserve would be spent in the first year, Ms. Gillie responded "not necessarily". It was her understanding that a Reserve is

not earmarked for a particular year and as she was still reviewing, could foresee the possibility of the Reserve being used in the 1995 or 1996 fiscal year under the Strategic Plan.

Mr. Shewfelt affirmed Mr. Darby's comments that the Reserve could be collapsed (by Board motion) and the funds returned to General Revenues.

Ms. Gillie explained that the funds to be placed in the Reserve do not include the \$118,000 allocated to the FIS from the Restructuring Fund. These funds will be utilized to achieve short term goals such as forms processing Service and Equipment Requisitions (SERs).

Due to the importance placed on financial information, Miss Cunningham declared she would not support the recommendation to establish a Reserve if the funds were not to be used in the coming year. She preferred to see the money applied towards the FIS and people hired to shorten those timelines. She then offered her apologies as she had to leave the meeting at this point.

Upon Mr. Stewart asking about the possibility of a deficit due to a reduced surplus, Mr. Shewfelt explained that a very conservative approach had been taken regarding the Reserve as the books have not been closed for the year end. While the forecasted surplus is \$393,000, he and Ms. Gillie decided that the recommendation should be \$300,000 although they had originally contemplated a figure of \$350,000.

Citing the concerns raised by Mr. Stewart and not wishing to exceed the \$300,000, Mr. Korz put forth a further amendment.

Moved by Mr. Korz in amendment to the amendment:

That up to \$300,000 be placed in the Reserve.

Mrs. Hill ruled that Mr. Korz' motion is not an amendment to the amendment and suggested that he vote to defeat Dr. Johnston's amendment if he was not in agreement with it and, if the amendment is defeated, Mr. Korz could put forward another motion.

Firmly believing that any surplus from this project should go into the General Account rather than a Reserve, Mr. Mulholland indicated his opposition to both the amendments and recommendation #2.

Mrs. Rodgerson was assured by Ms. Gillie that, as a matter of practice, any expenditure from the Reserve would be at the authorization of the Board and any such request would include a rationale. Based on this explanation, Mrs. Rodgerson queried the need for the Reserve and noted the money may be needed elsewhere.

Noting trustees' concerns about how this money would be spent and how quickly, Mrs. Bishop suggested the referral of Recommendation #2 to the officials for further information or a breakdown, to prevent this surplus "being swallowed up by other uses". She considered it very dangerous not to identify a specific amount of money for use in the IIS.

Moved in amendment by Mrs. Bishop:

That the recommendation to establish a reserve in the amount of \$300,000 towards the implementation of the Financial Information System be referred back to the officials.

While Ms. Orban supported the referral motion because this money was previously allocated to the IIS, Mrs. Lowe did not, noting the "perfectly sensible recommendation" that was included in the report. She felt Reserves are well supervised and that such a recommendation would have been carefully considered by Superintendents Gillie and Shewfelt. Mr. Desmarais concurred with Mrs. Lowe's comments.

After conferring briefly with Superintendents Shewfelt and Gillie, Mrs. Hill advised that the referral motion places the officials in a difficult position. It is important that Mr. Shewfelt close the books by 1994 01 24 which means the only date for a Special Operations and Finance meeting is 1994 01 20 prior to Board. Ms. Gillie has indicated that she is unable to prepare a report in that time period.

Mr. Stewart commented that trustees have identified the IIS as a high priority and the information resulting from the referral motion would allow this process to move more quickly.

The referral motion was put to a vote and was LOST.

Speaking to Dr. Johnston's amendment, Ms. Orban pointed out that the surplus had already been allocated to the IIS and she did not want to lose this money to the General Revenues. Because the project is 12-16 months behind schedule, she suggested Ms. Gillie make timelines a priority for the use of this money.

Ms. Gillie, responding to Mr. Korz' inquiry, advised that if there is any significant change in the 1994 Budget, it would relate to equipment acquisition.

Following confirmation by Mr. Shewfelt that a time limit provision could be placed on a Reserve, it was

Moved in amendment to the amendment by Mrs. Rodgeron:

That a Reserve be established in the amount of the IIS surplus towards the implementation of the Financial Information System in 1994.

Mrs. Rodgerson felt a timeline identifies when the funds must be used.

Citing the priority status of the IIS, the importance of "catching up" and trustees' desire for acceleration and expenditure of these funds in 1994, Dr. Johnston stated he was prepared to incorporate "in 1994" into his amendment.

Feeling the wording may be ambiguous, trustees agreed the following wording be substituted:

"That a Reserve be established for expenditure in 1994 in the amount of the IIS surplus towards the implementation of the Financial Information System.

Continuing his opposition to the proposed Reserve, Mr. Mulholland questioned whether Reserves should be established for other areas of expenditure that have year-end surpluses. He alleged trustees would be creating a special situation instead of these funds being considered through the Budget Process.

Recalling Ms. Gillie's job was to implement the IIS as quickly and efficiently as possible, Mrs. Mason observed that the surplus is representative of Ms. Gillie's attempts to review and plan carefully to ensure the money is used as cost-effectively as possible.

Ms. Gillie acknowledged that one of the goals in 1994 is consolidation while trying to reposition this project over the course of the year and reduce the delay period. Although she felt that the Project Team could respond to the Board's direction, she cautioned against "hurrying for the sake of hurrying".

Mrs. Mason stated that it was her understanding that Ms. Gillie wants to be able to access funds which have been allocated to the IIS Project at the appropriate time, to avoid making mistakes and she was supportive of such a direction.

As a point of information, Mr. Mulholland questioned whether these funds would be available from the General Reserve if Ms. Gillie puts it in the budget as some trustees were implying that these funds would not be available.

Mr. Shewfelt informed trustees that "there are no guarantees for 1994" and that any budget request for funding may have to be reduced by senior management in order to reach the Board's budget mandate.

Mr. Hicks requested information relative to projected expenditure costs when this project was first initiated.

Referencing Page 19 of the IIS Strategic Plan, Ms. Gillie explained that financial implications and information in terms of acquisition of microcomputers across the system

were outlined until 1996. However, she noted that it was a forecast of what would be required to support the plan and these monies were not earmarked and put aside.

Mr. Hicks acknowledged that Mr. Mulholland was correct about past practices, but recalled that the Board has also made changes in the past forecasts, i.e. Technological renewal. Stating the Reserve can be changed at any time, Mr. Hicks argued that the officials were reaffirming through Recommendation b) that the IIS remains the Board's top priority. Mr. Hicks cautioned that the amendments "tie the officials' hands" and do not help the process whatsoever.

Mr. Darby called the question.

On a point of information, Mr. Mulholland received confirmation from Mr. Shewfelt that if a Reserve no longer has merit it was his belief that the Board could make a motion to collapse it and place the funds in General Reserves. This could be done in the budget process.

Dr. Johnston added that his amendment does not mean the money must be spent in 1994, but provides the senior officials with the vision that the trustees wish to accelerate this project as quickly as possible. If these funds were not spent in 1994, he believed a motion could come forward to spend it in 95.

Mr. Darby called the question and it was CARRIED.

The following amendment was put to a vote and was LOST: That a Reserve be established for expenditure in 1994 in the amount of the IIS surplus towards the implementation of the Financial Information System.

When Mrs. Hill asked if trustees had any further questions relative to the four recommendations as outlined in the report, Mr. Mulholland called the question and it was CARRIED.

Mr. Desmarais requested that the recommendations be voted upon separately.

Recommendation a) was put to a vote and was CARRIED.
Recommendation b) was put to a vote and was CARRIED.
Recommendation c) was put to a vote and was CARRIED.
Recommendation d) was put to a vote and was CARRIED.

Ms. Gillie, on behalf of the Project Team, thanked the trustees for their continued support of the IIS Project.

Report of the Special
Education Advisory
Committee

Moved by Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

a) That the 1993 Annual Transportation Report be received for information. CARRIED.

Request for a Liquor
Licence, Memorial School,
75th Anniversary

Mr. Stewart requested permission to add an item to the agenda: i.e., a request by Memorial School to obtain a Liquor Licence.

Moved by Mr. Mulholland:

That this added agenda item be considered tonight.

The motion was put to a vote and CARRIED with the necessary two-third's majority being received.

Moved by Mr. Stewart:

That Memorial School be granted permission to obtain a liquor licence for a reception to be held on 1994 05 14 in connection with their 75th Anniversary celebration.

CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the
Director of Education

Moved by Ms. Wilson:

That the recommendations of the Director of Education be approved as presented.

When Ms. Orban questioned the necessity for trustees to approve individual trips each month, Mrs. Hill stated it was her intent to ask trustees to permit officials to approve trips that comply with the policy set by this Board.

Mr. Stewart indicated he did not support Clause (xv) and (xvi) and asked that they be voted upon separately.

Citing the \$50 per day limit, Mr. Korz advised he would raise this issue at a future meeting because it severely restricts trips to Ottawa and Quebec.

Mr. Darby echoed Mr. Stewart's concern about the ski trip to Kissing Bridge while Mrs. Bishop spoke of the benefits to students who attend the music competitions.

The question was called and Clause (xv) was put to a vote and was CARRIED.

Clause (xvi) was put to a vote and was CARRIED.

The remainder of the recommendations were put to a vote and were CARRIED.

Mrs. Hill then asked the trustees' wishes regarding the proposal to permit officials to approve trips that comply with Board policy.

Despite the fact that approval of some trips may be considered "rubber stamping", as an elected official Mrs. Lowe opposed officials' approving trips in the belief that trustees should be aware of this type of information in order to respond to public inquiries.

Moved by Mr. Mulholland:

That this added agenda item be considered tonight.

As two-third's support for this motion was not received,
the meeting then adjourned.

Read and confirmed,

.....
Chairman

cv

It is well known that the most important factor in the development of a country is the quality of its human resources. This is why the government has been working hard to improve the education system.

The government has also been working to improve the health care system. This is because a healthy population is essential for a country's economic growth.

Another important factor is the environment. The government has been working to protect the environment and to promote sustainable development. This is because a clean environment is essential for a country's long-term survival.

In conclusion, the government has been working hard to improve the country in many ways. It has been working to improve the education system, the health care system, and the environment. This is because a strong country is essential for a better future.

The government has also been working to improve the country's infrastructure. This is because a strong infrastructure is essential for a country's economic growth. The government has been working to build roads, bridges, and other infrastructure projects.

In conclusion, the government has been working hard to improve the country in many ways. It has been working to improve the education system, the health care system, the environment, and the infrastructure. This is because a strong country is essential for a better future.

The government has also been working to improve the country's social services. This is because a strong social services system is essential for a country's economic growth. The government has been working to build schools, hospitals, and other social service projects.

In conclusion, the government has been working hard to improve the country in many ways. It has been working to improve the education system, the health care system, the environment, the infrastructure, and the social services. This is because a strong country is essential for a better future.

The government has also been working to improve the country's foreign relations. This is because a strong foreign relations system is essential for a country's economic growth. The government has been working to build relationships with other countries and to promote international trade.

In conclusion, the government has been working hard to improve the country in many ways. It has been working to improve the education system, the health care system, the environment, the infrastructure, the social services, and the foreign relations. This is because a strong country is essential for a better future.

The government has also been working to improve the country's economy. This is because a strong economy is essential for a country's economic growth. The government has been working to promote investment and to create jobs.

In conclusion, the government has been working hard to improve the country in many ways. It has been working to improve the education system, the health care system, the environment, the infrastructure, the social services, the foreign relations, and the economy. This is because a strong country is essential for a better future.

The government has also been working to improve the country's culture. This is because a strong culture is essential for a country's economic growth. The government has been working to promote the arts and to preserve the country's heritage.

In conclusion, the government has been working hard to improve the country in many ways. It has been working to improve the education system, the health care system, the environment, the infrastructure, the social services, the foreign relations, the economy, and the culture. This is because a strong country is essential for a better future.

The government has also been working to improve the country's security. This is because a strong security system is essential for a country's economic growth. The government has been working to build a strong military and to protect the country from external threats.

In conclusion, the government has been working hard to improve the country in many ways. It has been working to improve the education system, the health care system, the environment, the infrastructure, the social services, the foreign relations, the economy, the culture, and the security. This is because a strong country is essential for a better future.

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FEBRUARY, 1994

OPERATIONS AND FINANCE COMMITTEE



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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UNITED STATES OF AMERICA
DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT

WYOMING

STATEMENT OF THE FACTS

1. The land described in the foregoing is situated in the County of _____, State of Wyoming.
2. The land described in the foregoing is owned by _____.
3. The land described in the foregoing is situated in the _____.
4. The land described in the foregoing is situated in the _____.
5. The land described in the foregoing is situated in the _____.

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**MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 02 08**

Present: Trustees Hill (Chairman), Desmarais, Korz, Lowe and Allen.
Not Present: Trustees Rodgeron and Rogers.
Also Present: Trustees Bishop, Hicks, Johnston, Mulholland, Orban and Stewart.
Officials Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Areas 1 and 3
N. Nicholls, Superintendent of Schools - Areas 2 and 4
S. Rogers, Assistant to the Secretary

Mrs. Hill called the meeting to order and noted regrets for not attending this evening's meeting were received from Trustees Rogers, Rodgeron and Wilson.

Moved by Mr. Korz:

That the minutes of the regular meeting of 1994 01 11 and special meeting of 1993 12 13 be approved. **CARRIED.**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Response to the Mother
Goose Co-operative Pre-
School Inc. Presentation**

Mr. Sage, Manager, Special Projects, Audit, Assessment, reviewed the report. In response to questions, Mr. Sage remarked he had chosen to illustrate Option #3 within the report because the Mother Goose presentation indicated they did all the cleaning; however, they will have the opportunity to decide between the three cleaning options. He observed that the rental rates quoted do not include any curriculum link-up, which could further reduce the rent charged.

Moved by Dr. Johnston:

That the Response from the Officials to the Mother Goose Co-Operative Pre-School Inc. Presentation be received for information. **CARRIED.**

**Report re Financing Models
for Building Upgrades and
Repairs**

Following the presentation of this report, Mr. Shewfelt stated that he anticipated further information may be forthcoming during budget deliberations or when more details regarding the Infrastructure Program are available.

Moved by Mr. Korz:

That the Report regarding Financing Models for Building Upgrades and Repairs be received for information.

Mrs. Bishop stressed the importance of addressing energy conservation in schools, i.e., lights, heat and windows for additional savings.

The motion was put to a vote and was CARRIED.

**Verbal Report regarding
notices to direct the
public to report to the
main office in Schools and
Photo ID [referred at Board
- 1993 12 16]**

Mr. Quinn reported that, in the short term and in consultation with the Board's Lawyer, consistent language will be developed for use on signs and schools will be asked to post this wording at all entrances. The Safe Schools Committee will eventually have commercially produced signs (possibly in-house) with consistent language and appearance for mounting in all schools. Costs for mounting will be built into the budget.

Mr. Quinn advised that a pilot is presently underway at Roxborough Park School, in cooperation with various agencies including the Police Department, regarding photo ID/badges to determine what is most appropriate to our needs and the costs involved. Senior Management has suggested expanding the pilot to include a middle and a secondary school. Data from the pilot will be shared with the Safe Schools Committee and appropriate recommendations made at that time.

Mr. Quinn indicated that consideration of alternatives will include the purchase of a camera in conjunction with determining costs to produce our own ID cards (photo or not). He noted there is a concern about people wearing photos.

Ms. Orban noted the merit of using some form of identification in our schools and its use in other areas such as hospitals.

When Mr. Desmarais asked about the extent of use of this identification, Mr. Quinn replied that every adult in our buildings - staff, volunteer or visitor - should have an ID badge/card. These details will be determined as part of the pilot.

At Mr. Stewart's suggestion, Mr. Quinn advised he would be happy to publish the dates of the Safe Schools Committee meetings for interested trustees. Mrs. Mason is the trustee representative.

It was agreed:

That the verbal Update regarding notices to direct the public to report to the main office in Schools and Photo ID be received for information.

**Update on Viability of
Accommodation Reports**

In presenting the update, Ms. Gillie advised that the presentation of the Accommodation Report in May continues to be the preferred cycle as the Accommodation Report is a planning document. An interim Accommodation Report in March, 1994 will include all accommodation items in the 1994 budget. As accommodation is planned a year in advance, another report will be brought forward in May with respect to the estimates for Capital Expenditure Forecast and 1995 budget.

In reply to concerns raised by Mr. Stewart, Ms. Gillie emphasized that no project proceeds without trustee approval. All users of the Accommodation Report must understand it is a planning document and that inclusion in the report does not guarantee a project will come to fruition.

When Mr. Stewart wondered if the focus will eventually shift to "specifics" such as roof leaks as opposed to the "system", Ms. Gillie replied that "the problem is not that simple". Other specific problems such as boilers have to be addressed and it is, therefore, very difficult to intensify upgrades in one area.

Mr. Stewart suggested that the Accommodation Report should be "split in two" to avoid promising upgrades/renovations "if we get the money". He would not support the cycle.

Moved by Mrs. Lowe:

That the Update on viability of Accommodation Reports be received for information.

Mrs. Lowe considered the update to be "a really reasonable explanation of how we do business". Trustees must be prepared to support continued planning despite uncertain funding while the public must understand that a planning document is not a "fait accompli".

Mrs. Bishop suggested that this discussion is about two different points - while Ms. Gillie has provided an excellent explanation of the process of the Accommodation Report, Mr. Stewart is advocating a priority process within the Accommodation Report to plan for our aging schools and come up with logical solutions within our limited resources, i.e. identify real priorities.

Mr. Stewart agreed that a list of priorities should be determined by identifying what can and cannot be done, without "wish lists".

Ms. Gillie pointed out that the introduction section of the 1993 Accommodation Report contained a comment on the shift in the trend towards dealing with the condition of our existing buildings and moving away from addressing growth.

Mr. Allen concluded discussion by noting that whether or not projects identified in the Accommodation Report come to fruition depends on resources; nevertheless, we have to plan.

The motion was put to a vote and was CARRIED.

NEW BUSINESS:
Budget Meeting Dates

Mr. Shewfelt advised that it is expected the first meeting to consider the estimates will be 1994 02 28 or 1994 03 01,

with the goal to adopt the budget on 1994 03 31.

Within the context of reaching a zero percent mill rate, Mr. Goodridge identified four factors impacting on decision making: a) the Social Contract. b) All Directors and Board Chairmen will meet with the Minister of Education and Training on 1994 03 08 and it is believed there will be financial announcements made at that time. c) A package of materials re Canada/Ontario Infrastructure Works has not yet been received. d) Concern about the grant announcement this year. Mr. Goodridge outlined two potential scenarios; one of no significant reduction with grants announced by mid-March and one of a significant reduction with grant information provided nearer the end of March. No matter what the impact of external information, he asserted officials must have the work done internally and to the trustees for the appropriate debate in February. While variables impacting on budget arise each year, Mr. Goodridge affirmed the potential seriousness of the impact on this year's budget.

Responding to Mr. Hicks, Mr. Goodridge concurred that it is the intent of the officials to provide early in the budget process, a clear direction of priorities for the system with respect to the zero percent mill rate. Mr. Goodridge clarified that two scenarios would be contemplated - one based on last year's grants and one based on reduced funding. There is some speculation that the Provincial Treasurer is preparing to present Part 2 of the Expenditure Reduction Program which may be associated with the meeting on March 8.

Mr. Hicks felt that any change in grant funding could be handled within the proposed timelines if the priorities were identified to trustees early without the "famous yellow, red and green sheets" which have been part of the process in previous years.

Mr. Shewfelt confirmed that the present strategy is to table a budget for discussion that meets the zero percent mandate. While there may be some qualifiers to the content regarding revenues, the process around the "coloured pages" as noted by Mr. Hicks, will not be part of this year's process.

Believing in the need for an open, collaborative process with stakeholders, Mr. Hicks questioned system involvement to this point.

Mr. Goodridge stated attempts are being made to get people to understand the severity of the situation. Under such circumstances, however, it is difficult to reach a consensus about where \$7.5 million can be eliminated.

Relative to the Fair Tax Commission, Mr. Shewfelt speculated that none of the recommendations would be implemented in 1994. Preparation is underway on this issue for the upcoming Trustees/Officials' Workshop.

Responding to questions, Mr. Shewfelt confirmed the intent to bring in a bottom-line budget that reflects the mandate, based on information available and knowing the information could change at any time during March. It has not been determined if a workshop format will be included in this year's budget process.

When questioned by Mr. Mulholland, Mr. Goodridge stated his contact with the Hamilton District Chamber of Commerce was following the Board's direction. He clarified that any individual who works directly for this organization is considered a stakeholder.

Dr. Johnston called the question and it was CARRIED.

Moved by Dr. Johnston:

That the Report regarding Budget Meeting Dates be received for information and the following tentative dates be approved:

1994 02 21
 1994 02 23
 1994 02 24
 1994 02 28 Presentation of Budget
 1994 03 01 (French Language Section meeting)
 1994 03 02
 1993 03 08 (Regular Operations and Management
 Committee March meeting)
 1994 03 21
 1994 03 23
 1994 03 24
 1994 03 31 (Special meetings of the French Language
 Section, Operations and Finance, and
 Board, to approve the Budget)
 Note: In-camera meetings shall be held on these same dates

CARRIED.

Burglary, Theft and Vandalism Report

The report was presented by Mr. Sage, Manager, Special Projects, Audit, Assessment.

Moved by Mrs. Bishop:

That the Burglary, Theft and Vandalism Report be received for information.

Mr. Sage responded to several questions regarding insurance payouts of claims. Information regarding mysterious disappearance and glass breakage are no longer identified within the report; however, those statistics are available.

Mr. Hicks commended the "community police" concept and pro-active interest of the community with respect to Board property.

Dr. Johnston indicated his pleasure upon learning a 3-year insurance agreement has been negotiated with our broker. While there are no increased premiums resulting from fires and vandalism in Hamilton, there is an increase due to added tax.

Mr. Allen questioned the audit frequency of Board inventory and verified that items missing would constitute a mysterious disappearance.

Mr. Stewart was assured that although the total assessed worth of Board property is \$428 million, our insurance does include replacement costs.

The motion was put to a vote and was **CARRIED.**

1994 Membership Fees

Mr. Goodridge noted that this report was prepared for the trustees without a recommendation.

Mr. Korz outlined his concern about the inclusion of membership in the Ontario Public School Boards' Association (OPSBA) in this report and it was:

Moved by Mr. Korz:

1. That the Report regarding Membership Fees be received for information and the following 1994 membership fees be approved:

- a) Canadian Education Association - \$4,046.52
- b) Ontario Educational Research Council - \$725.00
- c) Association française des conseils scolaires de l'Ontario - \$2,327.25

2. That membership in the Ontario Public School Boards' Association be received for information.

Mr. Korz opposed membership in OPSBA.

Mrs. Hill noted that the officials are reluctant to respond to questions of whether the Board would receive \$84,000 worth of information from OPSBA as the decision to join is a political one.

Mr. Stewart recalled one major obstacle in Social Contract planning during 1993 was the delay in receiving information. He wondered if the benefits of joining this organization could be put into perspective, i.e. would it cost the Board more than \$84,000 not to be a member?

Believing the Ministry of Education and Training is determined to eliminate public school boards, Mr. Allen declared membership in this organization vital. Having had discussions with OPSBA, he advised that they are prepared to waive the legal defense levy reducing the cost of membership to \$68,362.30. Mr. Allen acknowledged that he was responsible for placing the OPSBA information pamphlet in trustees' lockers.

Relative to Social Contract negotiations last summer, Mr. Goodridge remarked on the difficulty related to the flow of information and his embarrassment in receiving such information through his provincial contacts.

Citing his experience as a former Salary Committee Chairman, Dr. Johnston wholeheartedly promoted membership in OPSBA.

Mrs. Hill confirmed that the motion is in two parts for voting purposes.

Despite the reduced cost without the legal fee, Mrs. Lowe cautioned that this fee is an "add-on" to the budget. She could not rationalize to the taxpayer the added cost unless someone could convince her that membership in this organization is worth this outlay.

Mrs. Bishop believed we need to be part of OPSBA more than ever because of the magnitude of events that have been occurring, i.e. Fair Tax Commission, Social Contract, Federal/Provincial Transfers, Royal Commission on Learning.

Mr. Mulholland disputed the arguments favouring membership, noting new issues are faced each year by Boards of Education. Pointing to the Board's successful Social Contract agreement with CUPE, he questioned the credibility of OPSBA dropping their legal fee for our Board to join. He asked that the motion reflect the reduced total for voting purposes. In concluding his comments, Mr. Mulholland noted the embarrassment which would result from approval of this expenditure when trustees have refused to reduce the overall number of trustees. He indicated he would ask for a recorded vote and advised against adding to the budget when the Board is committed to a 0% mill rate.

Ms. Orban supported membership, believing "there is a time to unite if we value children".

Mr. Mulholland called the question and it was put to a vote and LOST.

Mr. Korz, while noting OPSBA was involved in many issues, questioned some of their claims of accomplishment. He also queried the outlay on the "slick information package" provided by OPSBA.

Mr. Hicks was provided information relative to the 1993 OPSBA fee. He argued that while everyone in the system was being asked to downsize, trustees were treating themselves differently. In general terms, he did not believe that this Board had suffered by not being a member of this organization.

Dr. Johnston suggested that membership by the Hamilton Board would provide further value and direction to OPSBA

as well as allow our Board access to board resources across the province. He recalled Ms. Russon commenting on the benefits of membership for salary negotiations and questioned the Director being forced to use surreptitious means to gain information. Should OPSBA membership be approved, he foresaw it as a trial membership, which could be reviewed after a year.

It was clarified by Mrs. Hill that the motion would be split to allow a separate vote on OPSBA membership and that any approved membership fees would be subject to budget review.

The motion for membership in the following organizations was put to a vote and was **CARRIED**:

- a) Canadian Education Association - \$4,046.52
- b) Ontario Educational Research Council - \$725.00
- c) Association française des conseils scolaires de l'Ontario - \$2,327.25

The following motion was put to a vote and was **LOST**.

a) That membership in the Ontario Public School Boards' Association be received for information.

Moved by Dr. Johnston:

That the following 1994 membership fee be approved:

Ontario Public School Boards' Association - \$68,362.30

Mr. Mulholland requested a recorded vote.

The motion was put a vote and **CARRIED** with Trustees Allen, Bishop, Hill, Johnston, Orban and Stewart in favour and Trustees Desmarais, Hicks, Korz, Lowe and Mulholland opposed.

Mrs. Hill assured Mrs. Lowe that this expense would appear in the budget.

Request from the City of Hamilton for approval to install a multi-use court on R. A. Riddell School property

Moved by Mr. Korz:

That the Request from the City of Hamilton for approval to install a multi-use court on R. A. Riddell School property be referred to the officials.

Mr. Hicks indicated that referral of this request follows past practice.

The motion was put to a vote and was **CARRIED**.

Request for a Report on Surplus by Budget Line - Trustee Mulholland

Mr. Mulholland, recalling the information recently discussed regarding an Integrated Information System (IIS) surplus, asked for a report regarding surpluses by Budget line.

Mr. Shewfelt apprised members that the Finance Department is in the midst of closing the books for the 1993 year end which is expected to be completed by February 14th in preparation for the Auditors. Barring any unforeseen circumstances, it is expected that the year end position will be presented to the 1994 03 08 meeting of the Operations and Finance Committee. Without having had the opportunity to talk with Mr. Mulholland about this issue, Mr. Shewfelt anticipates this request would mean a forecast position on each expenditure and revenue line, for a net surplus. He noted that the IIS Reserve debate was one element within one line as opposed to an entire 1993 forecast.

Mr. Mulholland questioned whether there were other surplus items that could come forth and explained he felt we had deviated from our budget process in considering the IIS surplus. He has strong feelings that there are other items that might include a surplus and yet trustees cannot make a determination of where the "excess" money should go.

Mr. Shewfelt explained that the term "by line" is to determine high level classification of 20 lines of expenditures. It has not been Board practice to do that for the detailed elements in the lines for expenditure. Last year a surplus in terms of the mill rate reserve was brought forward.

Mr. Mulholland maintained the money set into the IIS reserve should have "stood the test of budget". He would like the opportunity of special arrangements for other items.

Mrs. Hill pointed out that Mr. Mulholland's request is "above and beyond normal" information and ruled that such a request would have to be approved by the Board.

Mr. Shewfelt confirmed that the Board's year end position for the last fiscal year, showing surpluses and deficits by each line of expenditure and revenue, would be provided at the March meeting of Operations and Finance.

**School Closures including
the Education Centre -
requested by Trustee Orban**

Ms. Orban congratulated the Chairman and the Director for their responsible action in making the "right calls" for school closures during recent snow days in January.

Moved by Ms. Orban:

That the following recommendations regarding School Closures on Snow Days be approved:

a) That the Education Centre and the Dundurn facility not shut down on snow days in order that the business and operations of the Hamilton Public School system continue.

b) That, where possible, all three Boards of Education announce emergency closing of schools as a result of

winter weather conditions by 06:30 hours.

c) That, where the weather conditions vary in the City, consideration be given to close schools on snow days by region, namely the Mountain Schools and the Lower City Schools.

d) That the precedent of closing all elementary schools and leaving open all secondary schools continue.

e) That the principal or his designate endeavour to make every effort to get to school on a snow day because the safety of students is paramount and is indeed the purpose of closing schools on snow days.

Ms. Orban provided the following rationale for the above clauses:

Clause a) - to ensure normal operations of the Board continue (school closure relates to safety of children)

Clause b) - Announcements later than this are too late for staff who must travel long distances or who are at school by 8:00 a.m.

Clause c) - in consideration of the differing weather conditions that can occur between the upper and lower city regions.

Clause d) - in support of this arrangement

Clause e) - principal or designate should make every effort to get to school to ensure the safety of any children who arrive at school.

Although it is the responsibility of parents not to send the child to school, Ms. Orban advised that a survey of 7 schools revealed that 122 children arrived during the last snow day and she wondered about legal implications regarding negligence. She asked that the 1984 policy be updated to incorporate her recommendations, particularly (b) and (e).

Mrs. Hill agreed with Mrs. Bishop's request that each recommendation be dealt with separately.

Moved in amendment by Mrs. Bishop:

That the motion regarding closure of the Education Centre and the Dundurn facility on snow days be referred to the officials.

Mr. Hicks suggested the appropriate process would be to refer this whole package to the officials.

Remarking that trustees should not be telling officials how to run the system, Mr. Desmarais noted these recommendations were not policy and he would vote against them.

Trustees Allen and Lowe agreed this issue should be referred to the officials. Mr. Allen was prepared to explain why he opposed some of the recommendations.

Alluding to the number of phone calls she had received, Mrs. Lowe remarked that snow days are "tough judgement calls", and not everyone would be pleased with the decision. While closing only elementary schools is based on safety for those children, it often creates babysitting problems if secondary schools are kept open.

Mr. Stewart inquired about the procedure for this item being on the agenda and Mrs. Hill explained that Ms. Orban had followed the normal process outlined in Rule 66.

Mr. Korz felt three of the clauses were "statements of principle" and the only decisions were whether to close the Education Centre and whether to close schools by region. He was not in favour of referring this to the officials.

Mr. Mulholland suggested that the officials be asked to review the Operating Procedures if there are concerns.

Mr. Allen, having reconsidered referral and having been involved in the recent decision as Chairman of the Board, outlined his arguments against each recommendation. He added that efforts are made to make these decisions in a cooperative and collaborative manner.

The referral motion was put to a vote and was LOST.

When Mr. Korz asked about a previous motion to close the Education Centre when schools are closed for snow days, Mr. Binns explained that this was an administrative decision and was never brought to the Board for approval.

Mr. Korz cautioned that approving Clause a) meant the Education Centre could never be closed.

Mrs. Bishop sought permission to withdraw her earlier request that the clauses be voted on separately as she believed all are covered by either the Operating Procedures, guidelines or the operational capacity of officials to make decisions. Members concurred with her request.

Stating she had much support in the community for this direction, Ms. Orban emphasized her intent to ensure the safety of children. She suggested that the Operating Procedure, dated 1984, is in need of updating.

Despite whatever the results of the upcoming vote might be, Mrs. Hill remarked that the officials had heard Ms. Orban's concerns and she anticipates that this Operating Procedure will be revisited.

Ms. Orban's motion was put to a vote and was LOST.

ELEMENTARY/SECONDARY

Moved by Mrs. Bishop:

That the following recommendations of the Director of Education be approved:

Recommendations of the Director of Education

(a) That the following trip requests be approved:

- (i) C. B. Stirling, Grades 6-8, Outdoor Education, Camp Wanakita, 1994 06 08-11 (Wednesday to Saturday)
- ii) Hess Street, Grade 5-6, Outdoor Education, Valen's Conservation, 1994 06 15-17 (Wednesday to Friday)
- (iii) Lloyd George, Grades 4-5, Outdoor Education, Mountsburg, 1994 02 23 (Wednesday)
- (iv) Norwood Park, Grades 6-8, Kimberly/Talisman Resort, 1994 03 04 (Friday)
- (v) Viscount Montgomery, Grade 7, Ottawa, 1994 05 10-12 (Tuesday to Thursday)
- (vi) Viscount Montgomery, Grade 6, Upper Canada Village/Kingston, 1994 05 18-19 (Wednesday to Thursday)
- (vii) Scott Park, Grades 9-OAC, Life Skills, Barrie, 1994 03 01-02 (Tuesday to Wednesday)
- (viii) Westmount, Grade 9-OAC Physical Education, Mansfield Mehock Relays, Mansfield, Ohio, USA, 1994 04 15-16 (Friday to Saturday)
- (ix) OFSAA Championships, Grades 9-OAC, Nordic Skiing, Mississauga, 1994 02 21-22 (Monday to Tuesday)

At Mr. Stewart's request, Clause viii) to Mansfield, Ohio was put to a vote separately and was CARRIED.

The remainder of the recommendations were put to a vote and were CARRIED.

**Request from the
Firestone Regional
Chest and Allergy
Unit for School Survey
International Study of
Asthma and Allergies
in Childhood (ISSAC)**

Moved by Mrs. Bishop:

That the request from the Firestone Regional Chest and Allergy Unit for permission to implement Phase I of the International Study of Asthma and Allergies in Childhood (ISSAC) Study from March 1994 to June 1994 in Hamilton Board of Education Schools be approved.

Regarding the wording of the letter for 6 and 7 year olds, Dr. Johnston suggesting that, as the parents will be completing the questionnaire, the letter on page 24 reflect appropriate wording, i.e. parent/child.

Ms. Gillie advised that Dr. Sears was present to hear his comments.

The motion was put to a vote and was CARRIED.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

MINUTES OF THE SPECIAL MEETING
OF THE OPERATIONS AND FINANCE COMMITTEE
1994 02 28

URBAN/MUNICIPAL

CA4 ON HBL W26

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chairman), Desmarais, Korz, Lowe, Rodgerson, Rogers and Allen.

Cunningham, Darby, Hicks, Johnston, Mulholland, Orban and Stewart.

Officials

Present:

D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools – Areas 1 and 3
N. Nicholls, Superintendent of Schools – Areas 2 and 4
R. Lavoie, Superintendent of Schools – French as a First Language
G. Rutledge, Controller
F. Cooke, Assistant Superintendent of Program

Mrs. Hill called the meeting to order noting regrets for not attending were received from Trustee Wilson.

GENERAL

NEW BUSINESS:

Presentation and Review of the 1994 Budget Estimates

Opening Remarks

Recalling that in September 1993 the Board resolved the mill rate be established at zero percent, Mr. Goodridge advised that Senior Management has met this mandate. He publicly thanked the Senior Officials for their dedication to the difficult process of reviewing the programs and services throughout the system to arrive at the 1994 Budget Estimates as presented.

Overview of the 1994 Budget Estimates

Mr. Shewfelt reviewed the Introductory Budget Letter, noting the likelihood of less grant money as a result of anticipated reductions in Federal/Provincial transfer payments. Noting that the Board has not received the information on General Legislative Grants (GLGs) from the Ministry of Education and Training, the 1994 Budget Estimates are based on the assumption that the Board will receive \$88.8 million in Provincial grants as per the 1993 Regulations. Mr. Shewfelt noted additional pressures of the Ministry's Expenditure Control Plan and Social Contract Act. He informed the members that a \$4 million surplus is anticipated from the 1993 Budget, details of which will be provided at the 1994 03 08 Operations and Finance Committee meeting.

It was emphasized for the members that the 1994 Budget of \$268 million involves a reduction in operational expenditures of \$17.6 million, including the Social Contract reductions.

Responding to Mrs. Bishop's query, Miss Bond explained that the Section 27 program is cost recoverable from the Ministry.

Responding to questions regarding the amount recoverable on the costs of some programs and initiatives, e.g. Section 27, closure of Ainslie Wood Vocational School, relocation of the Lawrence Alternative Education, etc. Mr. Shewfelt clarified the process, emphasizing that some operational costs have to be maintained and that the salaries and wages involved could be addressed in a different manner.

Explaining further the situation at Ainslie Wood, Mr. Shewfelt advised there will be minimal operational savings in this area. He affirmed the need for an actual cost study on the school's proposed closure.

Mrs. Bishop noted that some of her questions arise out of difficulty understanding the Budget Estimates as presented, i.e. expenditures which are recoverable are not clearly shown as such.

Mr. Shewfelt agreed to bring further information on cost recoverable programs and initiatives.

While Mr. Hicks emphasized the importance of an open budget process for the system stakeholders and encouraged ongoing input and coordination, Mr. Goodridge agreed that information relating to the budget deliberations will be shared appropriately across the system.

When Mr. Stewart raised several concerns with the cost of \$36,000 for "Queen Mary Elementary School Transportation" (Page 1, Summary of Reductions), Mr. Quinn explained that Briarwood Learning Centre is being explored to house the middle school students while the wing at Queen Mary School is closed for renovations. The estimated expenditure is to cover the costs of transporting the students accordingly.

When Mr. Stewart expressed concern that this direction has never been brought to the Board, the Officials noted that this is in the exploratory stages and that a report will be forthcoming.

Mr. Stewart added his concern that the details are not clearly presented and approval of this budget could result in "rubber stamping" similar decisions without being aware of the implications.

Mr. Shewfelt clarified for Mr. Darby that "what is happening Provincially" in terms of the assessment base has direct implications for the Levy for Mill Rate line.

In response to a question, Ms. Gillie provided the following information regarding student-computer ratio across the system: Elementary schools, 1 computer for every 12 students; Secondary Composite schools, 1:9; Vocational schools, 1:5. She noted the 1994 Budget estimates do not include GEMS (Grant Eligible Microcomputer System) grants, adding that it is assumed such information will be available with the GLG information.

Mrs. Bishop requested further information on the reductions relative to Computers and Technological Renewal.

Replying to Mrs. Rodgeron's question, Ms. Gillie advised that a portion of the increase for Computer Equipment Rentals includes the upgrading of the computer mainframe. Ms. Gillie reported a work backlog associated with rewiring and installation requirements of the computers stored at Dundurn, adding that all should be installed by the end of April.

Dr. Cooke clarified for Mr. Allen that the \$5,000 reduction in Field Trips will not impact on current practices for school trips for compensatory schools.

Noting that this year's Budget book is structure by "Superintendency", Mrs. Bishop asked whether the expenditures by line were going to be presented. She offered that this latter method, which has traditionally been the structure of the Budget books, provides the opportunity to see total budgets for a variety of items.

Mr. Shewfelt responded that administration will be preparing the information in this format for submission to the Ministry after the Budget had been approved.

Mrs. Hill suggested that the trustees would like this information in advance of approving the budget.

Mr. Orlando affirmed for Dr. Johnston that the forecast of 6% increase in natural gas costs and the Board no longer belonging to the gas consortium have resulted in the projected increase in the Energy line of the budget.

Mr. Korz requested information on the levels of the Board's debentures and debt charges for the last three and the next three years.

In response to the question around the reduction in expenditures for the Recreation Centre (Page 3 - Decrease in Expenditures), Dr. Cooke explained that this reduction represents the elimination of the swimming program for grade 3 students.

Mrs. Bishop suggested such a "cut" in a program should be highlighted with impact statements. She requested more information showing how various figures relate to the total budget for that line, i.e. if shown as a decrease in expenditure, what is left in the total budget for that item.

Several trustees expressed concern with the elimination of the swimming program for Grade 3.

Dr. Cooke advised that discussions have taken place with the staff at City Hall (as this direction impacts on the use and rental of the Recreation Centres) and that staff are looking into other swimming facilities in the area, e.g. YMCA in terms of services and fees.

Mrs. Nicholls explained that the Instructional Supplies budget represents a reduction in the amount of money allocated to each school.

Mr. Darby expressed concern that the Board is not taking advantage of the possible GEMS grants.

Mr. Orlando responded to the capital expenditures in the Budget (\$1.8 million) represents cuts made in ongoing maintenance programs, i.e. roofs, etc. and agreed to bring more detailed information on Capital Projects to one of the latter meetings relative to budget.

Although sharing the concerns with the proposed cost reductions, Canon Rogers reminded the members that Senior Officials have carried out the trustees' direction of a zero percent increase on the mill rate. He conceded that the proposed 1994 Budget would drastically change the delivery of education in Hamilton.

Mr. Goodridge indicated that the Officials looked closely at mandated vs. non-mandated programs and their efforts to not directly effect the students in the classroom. He reminded the members that the swimming program for the secondary school physical education program and the water skills safety program for exceptional students remain in the budget.

Mrs. Hill encouraged the trustees to be specific in their requests for further information from the Officials.

Mr. Shewfelt clarified for Mrs. Lowe that the Board receives a 5% revenue in lieu of taxes from Bell Canada for Telephone and Telegraph services (reflected under Supplementary Taxes, Telephone and Telegraph and Payments in Lieu on Page 2 of Tab 5 - Revenues).

Mrs. Lowe suggested the use of cellular phones be reviewed.

In expressing his sentiments with the difficult times the Hamilton Board is going through, Mr. Allen complimented Senior Management and staff for their collaborative efforts in striving to lead the Board towards the changing tradition and culture of this Board.

There being no further questions from the members, it was moved by Dr. Johnston: That this meeting adjourn to an in-camera session. CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

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MINUTES OF THE SPECIAL MEETING
OF THE OPERATIONS AND FINANCE COMMITTEE
1994 03 02

URBAN M...

MAR

1994

Present: Trustees Hill (Chairman), Desmarais, Korz, Lowe, Rodgerson, Rogers and Allen.
Also

GOVERNMENT DOCUMENTS

Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mason, Mulholland, Orban, Patenaude and Stewart.

Officials

Present:

- D. Goodridge, Director of Education and Secretary
- P. Shewfelt, Superintendent of Finance and Treasurer
- E. Bond, Superintendent of Program
- R. Binns, Superintendent of Human Resources
- P. Gillie, Superintendent of Administrative Services
- R. Orlando, Superintendent of Plant
- M. Quinn, Superintendent of Schools – Areas 1 and 3
- N. Nicholls, Superintendent of Schools – Areas 2 and 4
- R. Lavoie, Superintendent of Schools – French as a First Language
- G. Rutledge, Controller
- F. Cooke, Assistant Superintendent – Program

Mrs. Hill called the meeting to order, noting regrets for not attending were received from Trustee Wilson.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Section 27 Program

Referring to Page 2 of the Summary of Reduction to Achieve 0% Mill Rate, Mr. Rutledge explained that the total of \$264,785 under Increase in Revenue (Other Revenue) included \$81,800 allocated to the Section 27 Program as shown on Page 1 of the same document.

Stating trustees had experienced some confusion in differentiating the figures in this Summary, Mrs. Hill suggested these totals be more clearly defined next year, possibly using asterisks to identify net of grant totals.

Technological Studies Renewal

Dr. Cooke advised that the original intent had been to apply for funding for the five remaining sites. Due to the 0% mandate, only the Caledon-Crestwood combined Skills Centre on the mountain was included. He stated that an expenditure of approximately \$190,000 will be matched in grants; an additional \$50,000 for renovations as well as money from the New and Replacement Equipment line will be required.

Cellular Phones

Ms. Gillie reported on the use of the 18 cellular phones in the system. She also provided a breakdown of the 1993 budgeted (\$10,800) and actual (\$8,800) expenditure which included licensing and usage costs. The 1994 budget will remain the same as for 1993.

Mrs. Lowe commented on the very favourable usage rates – between 20–22 cents per minute.

Debt Charges

Referring to Page 3, Tab 3, Mr. Shewfelt stated that the total Principal Outstanding as of 1993 12 31 is \$13,985,961. Page 1 of the agenda attachments provides a detailed analysis of the outstanding debt as well as the time frame for repayment of these project debts. He noted that the increased total for 1994 12 31 Principal Outstanding (Page 3) reflects the additional debentures required for the Hillsdale School and Hill Park School

Renovation projects.

Relative to Page 2 of the agenda, Mr. Shewfelt advised this Summary was an historical, as well as projected, picture of debt charges. Totals for 1994 and onward have been based on Scenario 4 of the Accommodation Report which does not provide for new growth projects.

Mr. Shewfelt agreed to provide, as part of the Accommodation Report, information regarding financing of new growth projects which are currently "on hold".

Other Considerations

Infrastructure Fund

Mr. Goodridge assured Mrs. Bishop that funds to take advantage of the \$4 million are not in the budget and will be a future agenda item.

Memorial Bursaries, Breakfast Programs, Accessibility Funding

Mrs. Bishop received confirmation that monies for these programs are still included in the budget; however, she was advised that Accessibility funding had been reduced from \$30,000 to \$15,000.

Education Centre Parking

Miss Cunningham stated her concerns regarding who uses the lot to park and the fee charged.

Mr. Shewfelt advised that he and Mr. Binns would be addressing this issue prior to the summer.

Noting there were no further speakers, Mrs. Hill suggested that budget meetings adjourn until the Provincial grant information is available.

Urging trustees to identify any areas of concern that would have impact on the budget, Mrs. Hill suggested they provide the Officials with further direction relative to their expectations should the provincial grant totals be higher or lower than anticipated.

Agreeing that further deliberations should be postponed until the grant information is available, Mr. Hicks believed there is still a need for "fine-tuning" in the budget; in addition, he hoped there would be further discussion regarding the Mill Rate Stabilization Reserve. Mrs. Hill noted that use of the Mill Rate Stabilization Reserve had been part of the 0% mandate motion.

Restructuring Plan

Stating it was a trustee's duty to ensure delivery of quality education to the student in the classroom at the lowest possible price, Mrs. Mason stated trustees need to understand and agree upon how the system is going to be structured before making budget decisions relative to personnel, i.e. the role of the Superintendents of Schools.

Mr. Goodridge reiterated his difficulty in putting system structures in place without knowing the revenues.

Stating obtaining maximum efficiency in the system is the first step, Mrs. Mason would like to see the final stage of the Restructuring Report in order to have a clear understanding of an efficient structure before going any further in the budget process.

Moved by Mrs. Mason:

That the Director bring to the next Personnel and Organization Committee meeting the final stage of Restructuring Plan, specifically:

a) The proposed role of the Superintendents of Schools and the staff necessary to support those Superintendents in the implementation of that role.

b) Plan for the most effective management of the staff employed to support the classroom teacher to meet the needs of the students, commonly know as support staff (i.e. psychological-educational consultants, speech and language consultants, etc).

When Mrs. Hill questioned whether this motion was appropriate for the Operations and Finance Committee to deal with, Mr. Stewart suggested amending the motion to "the next budget meeting". Mrs. Mason agreed.

Mr. Hicks, as Chairman of the Personnel and Organization Committee, challenged Mrs. Hill's acceptance of the motion, believing the report should be presented to Personnel and Organization Committee.

Mr. Desmarais noted that, for voting purposes, this was an Elementary/Secondary issue.

The challenge was put to a vote and was CARRIED.

Mr. Hicks then asked whether the Officials can meet the time lines for the next Personnel and Organization Committee meeting – 1994 03 10.

Mr. Goodridge agreed to bring a report based on current information. He cautioned that it would not contain information on Ministry grants. He stated he would give the trustees "our best guesses in terms of dollars in the budget", believing it was not fair to include "wants" because of the economic situation.

As Secretary of the Board, Mr. Goodridge confirmed that he will ensure this report is on the Personnel and Organization agenda.

Mrs. Bishop stressed the need for all trustees to understand the impact of reductions and the rationale for such directions.

It was pointed out that changes coming out of the Restructuring Report – Area Offices, will not be reflected in the budget book until approved by Board.

Miss Cunningham was supportive of Mrs. Mason's direction, stating that, while she relies on the Officials to ensure the system will function, it would be nice to see the whole plan.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

URBAN/MUNICIPAL

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1994

MARCH, 1994

OPERATIONS AND FINANCE COMMITTEE



URBAN M

MAR 1994

GOVERNMENT DOCUMENTS

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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OPERATIONS & FINANCE COMMITTEE
1994 03 08

PAGE

GENERAL

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EXHIBIT A
STATE OF NEW YORK
OFFICE OF THE ATTORNEY GENERAL

Page 1

EXHIBIT A

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MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 03 08

Present: Trustees G. Korz (Chairman Pro-tem), Desmarais, Korz, Lowe, Rogers and Allen.

Not

Present: Trustees Hill and Rodgerson.

Also

Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mason, Orban, Stewart and Wilson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
N. Nicholls, Superintendent of Schools - Areas 2 and 4
R. Lavoie, Superintendent of Schools - French as a First Language
G. Rutledge, Controller

Mr. Korz called the meeting to order noting regrets for not attending were received from Trustees Hill and Rodgerson.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Response from the Officials Mr. Orlando recommended approval of this court within the conditions detailed in the report.

to the Request from the City

of Hamilton for approval to

install a multi-use court on

R. A. Riddell School property

(Gilkson Park Development)

When Mr. Hicks asked regarding control of the key and responsibility for locking or unlocking the gate, Mr. Orlando explained that the fencing and lockable gate will enable the school to monitor use of the court during school hours. It will be unlocked for community use at other times. Asked regarding school use before or after school hours, Mr. Orlando stated he did not think there would be a difficulty in making such arrangements with the City, which is responsible for use after hours.

Further elucidation was provided relative to Clause (v) in addition to the rationale for fully enclosing this court.

Moved by Mr. Allen:

That the Report from the Officials regarding the Request from the City of Hamilton for approval to install a multi-use court on R. A. Riddell School property (Gilkson Park Development) be received for information and the following recommendations approved:

(a) That the Board approve the request of the City to construct the play court on Board property contingent on the following conditions and recommendations:

i) The court is to be fully enclosed by a 6'-0" high chain link fence including a lockable gate.

ii) The standard agreement providing for personal liability insurance shall be followed. The Board will have control

over the facility and be responsible for the personal liability insurance coverage during school hours. The City will have control over the facility and be responsible for the personal liability insurance coverage at all other times.

iii) Signage supporting TRESPASS ACT, 1980, shall be installed. Signage indicting installation funded by the City shall be permitted to be installed.

iv) All costs for construction and maintenance are the responsibility of the City of Hamilton.

v) The Board maintains the right to recover the affected property if required for future Board purposes. All reconstruction work to be the responsibility of the City.

vi) Final design drawings to be approved by the Superintendent of Plant for the Hamilton Board of Education before construction proceeds. CARRIED.

Report from the Officials re
Chamber of Commerce
membership on ad hoc
Committees

[This item was addressed as the first topic of the discussion to enable Mr. Goodridge to fulfil another commitment.]

Mr. Goodridge advised that Mr. L. Kirkby, Executive Director of the Chamber of Commerce, has indicated the Chamber is very pleased to have had the opportunity to make a presentation to the Board. If the Board has any specific needs, they would be pleased to attempt to provide a representative; however, they do not have any specific committee on which they wish to participate. Mr. Kirkby reinforced comments from their recent presentation that the ultimate responsibility for budget and implementation lies with the trustees and officials of the Board.

It was agreed:

That the verbal Report from the Officials re Chamber of Commerce membership on ad hoc Committees be received for information.

NEW BUSINESS:

Status of Budget Meetings

The members agreed to permit Mr. Shewfelt to update them on the status of the budget meetings.

Mr. Shewfelt explained that further budget deliberations have been postponed at the members' request until grant information is received from the Ministry. Due to the delay with respect to grant information and the time needed to process this information after its receipt, the meetings scheduled for March 21st, 23rd and 24th have been cancelled. To date, Mr. Shewfelt has received no official communication from the Ministry or the Ontario Government regarding transfer payments and it is his belief that boards will not be in receipt of the necessary grant information until very late in March.

Mr. Shewfelt cited a recent newspaper article that inferred

the provincial government is considering a further \$2 billion cut in their fiscal plans. This could result in at least a 3% reduction in funding to school boards.

Mr. Hicks asked regarding the possibility of scheduling budget meetings late in March - one to review actuals and one on the budget process, taking into consideration the same grants as last year. He felt trustees should understand the budget strategy that exists now in order to make adjustments at a later date when the grants are received.

Mr. Shewfelt advised that their intent, due to the new circumstances, was to update the budget books with actuals in terms of expenses and revenues close to the 31st of March. He explained that because of the delay in receiving information from the Ministry and the impact of Ministry revisions, they were unable to bring the information earlier as it requires 10 to 14 days to process. Mr. Shewfelt pointed out that the present budget binder includes estimated 1994 revenues based on 1993 General Legislative Grants. In view of the newspaper article about possible reduced grants, he warned that a one percent decrease equates to \$900,000 in our budget.

Report of the 1993
Surplus/Deficit

Mr. Shewfelt drew attention to the rationale on Page 5, reporting that revised documentation was not received from the Ministry until March 3. This did not allow sufficient time to complete all of the financial statements and the various analyses in terms of revenues and expenditures to bring that report forward at this time. It was his recommendation that the 1993 Surplus/Deficit Report be added as the last agenda item of the 1994 03 30 special meeting of the Operations and Finance Committee scheduled to discuss Accommodation.

Mr. Allen, echoing Mr. Shewfelt's discouragement, quoted evasive and non-committal statements made by the Minister of Education and Training during a recent meeting in Toronto. He found the statements to be very disconcerting and believed that the Ministry was not "truly focused with regard to the grants, timelines and their financial structure".

Dr. Johnston affirmed that the special meetings of 1994 03 28 and 1994 03 30 remain in place for discussion of the interim Accommodation Report. Observing that March 31st is Maundy Thursday, Dr. Johnston expressed the hope that, if possible, no meetings would be scheduled on that evening.

Moved by Dr. Johnston:

That the report regarding the 1993 Surplus/Deficit be received for information and that a further report be made at the 1994 03 30 Special Operations and Finance Committee meeting.

CARRIED.

Meeting with Coterminous
Board and Wentworth County
Board - requested by
Trustee Allen

Mr. Allen reported that, at the initiative and invitation of this Board, an informal exploratory meeting took place on 1994 02 22 with the Chairmen and Directors of this Board, the Hamilton-Wentworth Roman Catholic Separate School Board and Wentworth County Board. The intent was to informally explore the possibilities of cost savings through sharing and all present agreed to pursue joint purchasing as an area for exploration. While attempts to expand this direction into other areas was vetoed, Mr. Allen expressed optimism resulting from these discussions. Advising a further gathering is scheduled for 1994 03 31, Mr. Allen welcomed input on topics for discussion and noted he will provide a further update following that meeting.

It was agreed:

That the verbal update from the Chairman of the Board regarding a meeting with the Coterminous Board and Wentworth County Board be received for information.

Sir Allan MacNab Secondary
School 25th Anniversary
Reunion - request for a
liquor licence

Mrs. Nicholls advised Sir Allan MacNab Secondary School is holding a reunion on 1994 05 13 as part of their 25th Anniversary celebrations. This event will be accessible to graduates only (not students) and they are requesting the opportunity to dispense wine and beer.

Moved by Miss Cunningham:

That Sir Allan MacNab Secondary School be granted permission to obtain a liquor licence for its 25th Anniversary celebrations on 1994 05 13.

Dr. Johnston, speaking against the motion, stated that approval contradicts what is normally permitted in the school. Mrs. Bishop cautioned that there is a Board policy which states no alcohol is to be permitted on school property and urged the Board to consider "consistency in the message" to students.

At Mrs. Bishop's request, Mr. Korz provided a brief outline of occasions when this permission had been granted in the past.

Trustee Cunningham and Lowe noted people's increased responsibility relative to alcohol, i.e. designated drivers, and that consumption of alcohol on school property has not been abused in the past.

The motion was put to a vote and was CARRIED.

Dr. Johnston requested that he be recorded as having voted in opposition.

Re-constitution of the
Transportation Ad-Hoc
Committee

Moved by Mr. Darby:

That the Transportation Committee be reconstituted for 1994 to consist of five members appointed by the Chairman of the Board and that the Committee report back to the May, 1994 meeting of the Operations and Finance Committee on the following mandate:

a) to review the role of the School Bus Monitor with regard to students boarding/leaving a bus and crossing the road and

b) to review the joint contract with Laidlaw Transit to provide a computerized transportation routing and scheduling system.

Mr. Darby explained Clause a) arose from concerns of parents on the east mountain regarding a student's safety while exiting from the bus.

Mr. Allen sought clarification regarding Clause b), noting installation of the computerized routing and scheduling system had been passed by Board.

Mr. Shewfelt stated Clause b) is a reflection of the trustees' desire to review the contract and that the Transportation Committee was considered the most appropriate venue.

Mrs. Lowe requested information be made available to the Transportation Committee regarding the number of boards that have paid bus supervisors.

The motion was put to a vote and was CARRIED.

Mr. Korz announced that Mr. Shewfelt is Secretary Pro Tem in Mr. Goodridge's absence.

April and May Meeting Dates

Mr. Shewfelt informed members of the proposal to exchange the scheduled April and May meeting dates of the Operations and Finance Committee with those of the Program Committee. After checking with the officials responsible, Mr. Shewfelt indicated how the changed timelines will impact on such reports as tenders, the Audited Financial Statements and the School Year Calendar. He assured members that while reports may be delayed or have different timelines, officials could work within these changed dates.

Moved by Dr. Johnston:

That, in conjunction with motions approved at the 1994 03 03 Program Committee meeting, the April and May meetings of the Operations and Finance Committee be re-scheduled as follows:

- (a) April meeting: Thursday, 1994 04 07 at 18:15 hours
- (b) May meeting: Thursday, 1994 05 05 at 18:15 hours.

CARRIED.

NEW BUSINESS:**Recommendations of the
Director of Education****ELEMENTARY/SECONDARY**

Moved by Mr. Darby:

That the recommendations of the Director of Education be approved.

At Trustee Stewart's request, Clause (ii) was voted on separately and was **CARRIED**.

The remaining clauses were put to a vote and were **CARRIED**.

**Calculated Enrolment
of the Board**

Ms. Gillie advised that, working with the Office of the Director of Education and Secretary, these enrolment figures are provided in accordance with revised legislation which requires they be approved by Board resolution.

When Mr. Desmarais advised there was no French Language Section quorum, Mr. Shewfelt remarked that the City could be advised of this information immediately with the understanding that it would be confirmed at the appropriate opportunity by the French Language Section.

Moved by Canon Rogers:

That the Report regarding Calculated Enrolment of the Board be received for information and the following recommendation approved:

a) That the Board confirm the following data, based on enrolment as of 1994 01 31, and that it be forwarded to the Clerk of the City of Hamilton:

FULL TIME EQUIVALENT ENROLMENTS: Resident
Students Only

English Language Program:

Elementary - 26,475.00

Secondary - 11,001.00

Total - 39,476.00

The meeting then adjourned.

Read and confirmed,

.....
Chairman

URBAN/MUNICIPAL
CAY ON HBL W26
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1994

MINUTES OF THE SPECIAL MEETING OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 03 28

Present: Trustees S. Hill (Chairman), Desmarais, Korz, Lowe, Rodgerson, Rogers, and Allen

Also

Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mason, Mulholland, Orban, Stewart and Wilson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Areas 1 and 3
N. Nicholls, Superintendent of Schools - Areas 2 and 4
R. Lavoie, Superintendent of Schools - French as a First Language
G. Rutledge, Controller
F. Cooke, Assistant Superintendent - Program

The meeting was called to order with regrets for not attending received from Trustee Patenaude. Mr. Allen extended a welcome to Mr. Alistair Broadbent who was on an exchange visit from Northamptonshire, England.

GENERAL

By motion, the 1993 Surplus/Deficit Report was to be presented at the 1994 03 30 Special Meeting of this Committee; however, as there will not be a meeting on that date Mrs. Hill asked for a motion to defer the report to the next budget meeting.

Moved by Mr. Korz:

That the Report on the 1993 Surplus/Deficit be deferred until the grants are received and budget deliberations resume.

Since this was not an Agenda item, the motion was put to a vote and **CARRIED** with the necessary two-third's majority.

NEW BUSINESS:

Interim Accommodation Report

Ms. Gillie expressed her appreciation to the Accommodation Committee for their attention to the matters contained in this Report. She noted the addition of Page 20, which summarizes the reductions in Accommodation budget planning. This report identifies the revised priorities and reduced expenditures to reflect the zero percent mill rate mandate. Based on enrolment forecasts, no funds have been included for growth.

Ms. Gillie suggested that the words "declared surplus" be added after the word "sites" in Recommendation 5 (Page 2).

Ms. Gillie anticipates the Annual Accommodation Report will come forward in May. Ms. Gillie reviewed each of the recommendations in detail, identifying supporting appendices within the report and the rationale for each recommendation.

Ms. Orban asked that Linden Park School be added to the Roof Replacement Program and she outlined the seriousness of the situation.

Mr. Orlando offered to investigate the conditions at the school, suggesting the possibility of its inclusion in the full Accommodation Report later in the year.

Moved by Ms. Orban:

That Linden Park School be placed on the Roof Replacement Schedule.

Based on Mr. Orlando's comments, Mr. Korz initially considered a motion to table but accepted the direction to refer with the understanding a verbal report would be forthcoming.

Moved in amendment by Mr. Korz:

That the motion be referred to the officials for a verbal report to the 1994 04 07 Operations and Finance Committee meeting.

Miss Cunningham spoke in opposition to both the amendment and motion expressing concern that a school requiring a roof replacement could be bumped from this Schedule because a trustee has highlighted a particular school; however, Mr. Orlando assured her this roof would be assessed in relation to the condition of other school roofs. He noted the difficulty in prioritizing when almost 25 roofs require repairs.

Mr. Orlando explained that contingency funds are available for "emergency" roof repairs but added that such funds would be insufficient to replace a roof; such an expenditure would require Board approval.

Dr. Johnston exhorted trustees to attempt to resolve concerns with the appropriate Superintendent before raising them at the Committee level.

The amendment was put to a vote and was LOST.

Mr. Korz confirmed that a verbal report on this subject would still be forthcoming.

The motion was put to a vote and was LOST.

Moved by Mr. Mulholland:

That the Interim Accommodation Report be received for information and that the following recommendation be approved:

[Recommendation #1]

That the following revised Preventative Maintenance Programs, outlined in Appendix Two, be included in the 1994 Budget:

- Major Renovation Program
- Boiler Replacement Program
- Painting Program
- Roofing Program
- Asbestos Program
- New Portables
- Masonry Repairs and Restoration
- Asphalt and Concrete Program
- Lighting and Energy Program - Phase I

In discussing a suggestion about hiring our own roofing crews, Mr. Orlando explained the difficulties involved in hiring sufficient people to ensure timelines are met and for what, in essence, would be short term work.

Mr. Goodridge indicated that Senior Management is discussing the viability of "contracting in" and will be bringing forward the appropriate recommendations. He suggested that this was a broader issue than simply the Roofing Program.

Mr. Stewart questioned why replacement roofs for adjoining schools King George and Parkview were not scheduled in the same year.

Mr. Orlando noted that while the schools are adjoined there is a natural break between them, adding that one contractor could not do the work at both schools. He agreed to bring more information back on this question.

Members were reminded that any movement of projects from one year to another would alter the totals on Page 20.

Mr. Darby urged the proposed painting expenditure of \$50,00 for the Education Centre be spent elsewhere and suggested Technological Renewal.

Citing figures associated with the Roofing Program (Page 6), Mr. Orlando advised that \$130,000 is Phase I of roof repairs to the Education Centre. The \$100,000 figure relates to ongoing day-to-day repairs in the system and includes expenditures to cover water damage caused by leaks.

On a point of information, Mr. Hicks noted that this recommendation is to include these amounts in the budget. He urged the Committee to focus on Accommodation issues rather than discussing budgetary implications.

Mrs. Rodgerson was provided an explanation about the difference between "Contingency & Inspections" and "Unidentified Projects" as noted under Asbestos (Page 6). Asbestos removal associated with the Education Centre roof repairs would be accounted for within the \$130,000 allocation for Phase I.

It was explained for Mrs. Bishop that directives have been issued by Mr. Orlando this past spring urging lights be turned off to conserve energy. Mr. Orlando admitted that the obsolescence of many of the mechanical and electrical controls within the classrooms presents much difficulty in maintaining preferred temperature settings in schools.

Mrs. Bishop urged more proactive energy conservation, suggesting that temperature standards of 65°F in gymnasiums and 70°F degrees in classes be reconsidered.

Mrs. Bishop then raised the issue of the location and placement of a portable at Ryerson School.

Mr. Quinn anticipated the third portable would be located on the back campus adjacent to the two other portables, impacting on the available space for students. Despite the desire to accommodate the Grade 6 students from Hess and Strathcona Schools in a middle school environment, the addition of a fourth portable would not accommodate the projected growth anticipated at Ryerson School. Mr. Quinn emphasized that the third portable was considered an interim measure for the students presently enrolled at Ryerson School.

Mrs. Bishop indicated this issue was becoming one of "program versus accommodation" and she did not believe renovations would occur in the near future to alleviate this situation. When she questioned whether other portables were available in the system, Ms. Gillie offered to scrutinize their present placement but stated they were all required next year.

Moved in amendment by Mrs. Bishop:

That the question of portables at Ryerson School be referred back to the officials.

Dr. Johnston was supportive of the amendment. Concerned that Grade 6 students from Strathcona and Hess Street schools are not in a middle school environment with the amenities that other middle schools have, he endorsed the construction of an addition at

Ryerson prior to consideration of any new schools.

In response to questions, Mrs. Bishop explained that she would like the situation at Ryerson re-examined to consider additional portables to house Grade 6 students from Strathcona and Hess Street Schools. Acknowledging additional portables was not an ideal solution, she wanted to know if it was a viable alternative.

When Mr. Stewart asked if such a report would include consideration of boundary changes, Ms. Gillie indicated that the May Accommodation Report will include recommendations for alteration of boundaries.

Ms. Wilson opposed moving Strathcona and Hess Street Grade 6 students from their schools to portables at Ryerson. She did not feel there was enough of a difference in the programming at Ryerson to warrant moving these students into such cramped facilities.

Ms. Gillie advised Mr. Darby that all construction due to growth was placed on hold contingent upon clarification of funding from the Ministry. Should information become available, Ms. Gillie will advise the trustees and a revised schedule brought forward from the Accommodation Committee at a later date.

Mr. Darby asked that consideration be given to moving portables from Ryerson to Ridgemount should Ministry funding become available for the addition at Ryerson.

Stating she was sorry renovations would not occur at Ryerson School, Mrs. Mason opposed the amendment in the belief that the Superintendent of Schools has already taken into consideration every possible accommodation alternative.

Having verified the all-inclusive cost of a portable as \$50,000, Miss Cunningham noted the cost of four portables on that site versus the \$600,000 for an addition. She asked whether demountables might be more cost efficient; however, Mr. Quinn had no data upon which to respond.

Both Mrs. Bishop and Dr. Johnston emphasized that the middle school program delivered at Hess and Strathcona Schools is less in some aspects from the programs at other middle schools. They urged support of the amendment in order to provide equitable programming.

Although the Board attempts to treat everyone as equally as possible, Mrs. Mason argued that the Board must work to meet those needs within available funds.

Speaking in opposition to the referral, Mrs. Lowe stated a recommendation to build is unlikely to come from the officials and there is no other alternative but that these students remain at their present location.

The amendment was put to a vote and was LOST.

The motion was put to a vote and was CARRIED.

Moved by Mr. Mulholland:

[Recommendation #2]

That the list of projects and timelines for submission to the Canada-Ontario Infrastructure Works Program, outlined in Schedule A, be approved for forwarding to the Ministry of Education and Training.

Relative to the cost involved in debenturing projects, Mr. Korz asked that alternatives to debenturing be outlined either during budget discussions or in the May Accommodation Report.

In response to Mr. Hicks' query about a recommendation to withdraw \$1.6 million from the Mill Rate Stabilization Reserve (MRSR), Mr. Shewfelt acknowledged such a recommendation could facilitate the financing of accommodation, given "due process". He felt, based on Proforma discussions, that the Board may decide funds within the MRSR would be better used in areas other than accommodation. He later explained that in order to access money from the MRSR as suggested by Mr. Hicks, it would be necessary to collapse the Reserve and the monies reallocated from General Reserves.

Relative to the revised Roofing Schedule, Mr. Orlando commented that the changes result from the following: a) a re-examination of the Roofing Program, b) revised priorities and c) projects that are grantable and meet Ministry timelines under the Infrastructure Program.

Responding to Mr. Darby, Mr. Shewfelt confirmed that funding for the Canada-Ontario Infrastructure Works Program (\$1.3 million Federal and \$1.1 million Provincial) was not included in the original budget deliberations.

The motion was put to a vote and was CARRIED.

Moved by Mr. Mulholland:

[Recommendation #3]

That the list of Supplementary Projects for submission to the Canada-Ontario Infrastructure Works Program, outlined in Schedule B, be approved for forwarding to the Ministry of Education and Training. CARRIED.

Moved by Mr. Mulholland:

[Recommendation #4]

That the Board portion of funding be provided in accordance with the Canada - Ontario Infrastructure Works Program List of Projects, as outlined in Schedule A.

Schedule C indicates possible sources of funding to achieve this expenditure based on projects identified in Schedule A.

When Mr. Hicks questioned a process that does not define financing, Mr. Shewfelt stated, with the Board's approval, submissions will be made to the Ministry (Schedule A, Page 9). Recommendations to proceed with the projects that receive Ministry approval will be brought to the Board for approval along with the recommendations for specific sources of funding at that time.

The motion was put to a vote and was CARRIED.

Moved by Mr. Korz:

[Recommendation #5]

That the Superintendent of Finance and Treasurer be authorized to proceed according to regulation with the sale of schools and sites declared surplus listed in Appendix Four and to place funds realized from the sale of such into Capital Reserves.

Citing the recent discussions in November, 1993 when the Board decided not to sell these properties, several trustees commented it was disheartening to again be discussing the pros and cons of selling properties.

Trustees speaking in opposition to the motion raised concerns about a "quick cash grab" and the volatile real estate market conditions. Reluctance to sell Board assets and the possibility of requiring these sites in future, possibly utilizing smaller sites for "store front" operations, were also expressed.

Those in favour of the motion noted the size of the properties were either too small to be educationally viable or too expensive to upgrade, the neighbourhood complaints resulting

from abuse of vacant Board land and the continued slide in real estate prices.

It was agreed that the four properties would be voted on separately.

Miss Cunningham asked that the Ministry be prevailed upon to make the \$1.75 million in our Capital Reserves under Ministry control available in these economic times.

Following Mr. Shewfelt's explanation that these funds resulted from the sale of property and cannot be used without the Ministry's permission, Mrs. Bishop questioned why the Ministry receives an allocation of 50% when Boards no longer receive funding from the Ministry at that level.

Pointing out that a school board in Western Canada is considering year-round schooling, Mrs. Bishop asked that inquiries be made. Acknowledging that year-round schooling has potential implications for savings related to accommodation, Mr. Goodridge also cautioned about the implications for scheduling and Collective Agreements.

Mr. Desmarais was assured that property which is declared surplus will be appraised at market value. Dr. Johnston observed that trustees can reject offers if they do not reflect the appraised value. Ms. Orban cautioned about having to sell in a "take over" bid situation.

Two observations regarding the Onteora site were made: a) the tenant, the Canadian Japanese Cultural Centre, is not renewing its lease as the Board refused to sell that property when they offered to purchase it; b) this 2.5 acre site is on a prime corner location at Fennell Avenue and Upper Wellington.

The motion was put to four individual votes as follows:

a) That Brantdale School and Site be declared surplus to the Board's needs and be sold in accordance with Ministry regulations with the understanding that the Board will not require additional accommodation to replace Brantdale School in this attendance area within ten years of the date of disposal. The funds realized from this sale to be placed in Capital Reserves. LOST.

b) That Onteora School and Site be declared surplus to the Board's needs and be sold in accordance with Ministry regulations with the understanding that the Board will not require additional accommodation to replace Onteora School in this attendance area within ten years of the date of disposal. The funds realized from this sale to be placed in Capital Reserves. LOST.

c) That the 0.338 acre parcel of land in Lot 11 Concession 6 (Barton) [Bruleville Neighbourhood - Block 67] be declared surplus to the Board's needs and be sold in accordance with Ministry regulations with the understanding that the Board will not require a site in this attendance area within ten years of the date of disposal and that the funds realized from this sale be placed in Capital Reserves.

Ms. Gillie, responding to questions, indicated that Crestwood will continue to be required for instructional purposes. Recommendations for Crestwood School and Dundurn warehouse will be addressed in the next Accommodation Report. She assured members that there is sufficient parking on site and this lot would not be required for that purpose.

Recommendation c) was put to a vote and was CARRIED.

d) That the 6.00 acre parcel of land in Lot 29 Concession 2 (Saltfleet) [Kentley Neighbourhood - Block 37] be declared surplus to the Board's needs and sold in accordance with Ministry regulations with the understanding that the Board will not require a site in this attendance area within ten years of the date of disposal and that the funds realized from this sale be placed in Capital Reserves. **CARRIED.**

ELEMENTARY/SECONDARY

NEW BUSINESS:

Interim Accommodation Report

Moved by Ms. Orban:

[Recommendation #6]

That funding in the amount of \$50,000 for Technological Renewal at the Mountain Secondary School be included in the 1994 Capital Fund Budget.

Miss Bond agreed to provide further information about what the monies will be used for and what schools will lack of this is not approved.

In the ensuing lengthy discussion, officials explained that this expenditure, while it related to the Technological Renewal Program, was in addition to grantable expenditures to purchase equipment. Installation of such equipment, i.e. wiring and inservice, was allocated to this \$50,000 outlay.

Some trustees were concerned that this is the last year Ministry grants are available under Technological Renewal Program and that four sites will not be upgraded under this Program as they were eliminated from the budget to meet the zero percent mandate.

Several trustees stated they were expecting a report in connection with Technological Renewal at the budget meetings and wanted further details.

Moved in amendment by Mr. Mulholland:

That \$50,000 per site deferred from the 1994 budget be put back into the budget for the following sites:

Westdale, Sir Allan MacNab, Sir John A. Macdonald and Sherwood Secondary Schools.

Referring to documentation he possessed relative to submissions for Technological Renewal grants, Mr. Mulholland urged this additional money be included in the budget to upgrade the remaining sites.

Miss Cunningham protested that it appeared Program issues, not Accommodation, were being discussed.

Mrs. Hill acknowledged the overlap in areas of discussion. She noted that this recommendation from the Accommodation Committee for Technological Renewal in one school is in recognition of the 0% increase mandate.

As the motion would add a further \$200,000 to be budget and defeat the 0% mandate, it was moved in amendment to the amendment by Mrs. Rodgerson:

That the amendment be referred to budget discussions.

Remarking her difficulty in delineating between whether this was accommodation or budget, Mrs. Hill believed that she had erred in accepting Mr. Mulholland's amendment.

Mr. Mulholland declared that his intent was to place this amount into the budget for further discussion. Reading from the Board's submission under the Technological Renewal Program, he outlined schools that had already received funding and proposals on how funds be re-allocated.

Miss Bond stressed the recommendation in the Accommodation Report is strictly for renovations to accommodate equipment obtained through Ministry grants under Technological Renewal. She advised Mr. Mulholland that this is not "grantable" money wherein the Ministry "matches" money spent by a Board at a set ratio.

When Dr. Cooke suggested that Recommendation #6 should not have been included in the Accommodation Report, a recess was declared.

Following the recess, Mrs. Hill advised members that Recommendation #6 should read as follows:

That funding in the amount of \$50,000 to accommodate Technological Renewal at the Mountain Secondary School be included in the 1994 Capital Fund Budget.

Mrs. Hill added that this expenditure is not grantable but is an outlay of \$50,000 by the Board for renovations [i.e. rewiring, air conditioning and accommodating equipment obtained under the Technological Renewal Program]. She clarified there are separate expenditures of \$60,000 in the Program Department for Technology Renewal which is grantable and is matched by the government. This \$50,000 is not. She cautioned that the amendment would add \$250,000 to the budget for accommodation as well as an outlay of approximately \$500,000 for Technological Renewal at the other schools [4 X \$60,000].

Noting Mr. Mulholland was not in the Board Room, Mr. Darby disagreed with the Chairman's interpretation, stating that he believed Mr. Mulholland was attempting to provide "seed" money to obtain matching provincial grants.

Mrs. Hill acknowledged Mr. Darby may be right but the \$50,000 is not grantable. She reiterated she had erred in accepting Mr. Mulholland's amendment as it was not an accommodation issue, but rather a program issue.

Miss Cunningham stated her understanding that the Board would have to expend \$60,000 for equipment per school to trigger equipment grants from the government plus \$50,000 for installing/accommodation of that equipment in the school, or a total of \$110,000 per school.

Mrs. Hill explained that the \$60,000 was matched two-for-one by the Ministry to allow \$120,000 in equipment upgrading; however, she confirmed Miss Cunningham's calculation that the Board had to spend \$110,000 to get \$120,000.

Mrs. Rodgeron challenged the Chair accepting Mr. Mulholland's amendment.

Mrs. Rodgeron indicated that she would withdraw her referral motion if the challenge was upheld.

The challenge was put to a vote and was CARRIED and the amendment to refer was withdrawn.

Miss Bond attempted to further clarify the situation in response to questions. She stated Recommendation #6 is funding to accommodate the renovations (i.e. rewiring, air conditioning, etc.) to the building in addition to Technological Renewal funding received from the Ministry. Recommendation #7 applies to the Mountain Skill Centre only for design work and does not apply to any other site.

Relative to Technological Renewal funding, Miss Bond confirmed that the Board's "seed" money (\$60,000) triggers a two-for-one grant from the Ministry. That submission has been made, but there has been no communication back from the Ministry.

In view of the continuing confusion resulting from conflicting information, Mrs. Lowe suggested deferring further consideration of Recommendations #6 and #7 to the next meeting of the Operations and Finance Committee to consider the Accommodation Report.

Moved by Mrs. Lowe:

That Recommendation #7 regarding design work for renovations at the Mountain Secondary School be deferred to the 1994 03 30 Special Operations and Finance Committee meeting. CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Interim Accommodation Report

Moved by Mrs. Lowe:

That Recommendation #6 regarding Technological Renewal at the Mountain Secondary School be deferred to the 1994 03 30 Special Operations and Finance Committee meeting. CARRIED.

Mr. Darby asked that written clarification be provided relative to these two recommendations.

Moved by Mr. Stewart:

[Recommendation #8]

That during the period of construction, Queen Mary Middle School Students be transported to Briarwood Adult and Continuing Education Centre effective, September, 1994. CARRIED.

Noting the emphasis of this motion was on the transportation of these children rather than the movement of this middle school program, Mr. Desmarais stated this was a General issue.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

CA4 ON HBL W26
M34
1994

MINUTES OF THE SPECIAL MEETING OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 03 30

Present: Trustees Hill (Chairman), Desmarais, Korz, Lowe, Rodgerson, Rogers and Allen.

Also

Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mason, Mulholland, Orban, Paquin and Wilson.

Officials

Present: D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent of Administrative Services)
N. Nicholls (Superintendent of Schools – Areas 2 and 4)
F. Cooke (Assistant Superintendent of Program)
G. Rutledge (Controller)

Mrs. Hill called the meeting to order.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Verbal Update regarding the General Legislative Grants (GLGs)

Mr. Goodridge advised that the Ministry of Education and Training, although aware of the difficulties faced by the Board and the community regarding the delay in providing information relative to the GLGs, has indicated it may be towards the end of April before such information will be released.

In explaining the impact of the situation relative to City Hall's timeline on budget submission, Mr. Shewfelt commented the tax notices from the City will have to be based on last year's information.

Mr. Goodridge clarified for Mr. Darby that the Officials felt it may not be beneficial for the Board to make public statements at this time as the transfer payments from the Federal government to the Provinces seem to be compounding the issue.

Mr. Darby suggested the Chairman of the Board write the Minister of Education and Training to convey the Board's concerns.

Moved by Mr. Darby:

That the Chairman of the Board write a letter to the Minister of Education and Training to express the Board's concerns with the delay in providing information regarding the General Legislative Grants (GLGs).

CARRIED

Interim Accommodation Report:

(a) Design Work for Renovations, Mountain Secondary School

Moved by Mr. Darby:

That the following recommendation from the Interim Accommodation Report (dated 1994 03 28) be approved:

(a) That an amount of \$50,000 for design work for renovations at the Mountain Secondary School be included in the 1994 Capital Funding pending the issue of debentures.

CARRIED

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Interim Accommodation Report:

(a) Technological Renewal, Mountain Secondary School

Responding to concerns, Miss Bond provided background information about the Technological Renewal Plan. She noted the program, initially intended to be offered at 5 locations, has been reduced to one site following last year's budget process. Miss Bond confirmed that, in terms of accommodation, each of the 5 sites will require \$50,000 over and above the Ministry's funding.

For further clarification, Mr. Shewfelt distributed and reviewed the "1994 Budget Estimates, Technological Renewal – Analysis of Budget Estimates" information sheet. He emphasized the seriousness of developing an alternative course of action in the event the Board decides to accommodate all 5 sites. He added that Recommendation 6 in the Report is to do the necessary renovations at the site in order to accommodate the equipment.

Ms. Gillie clarified for Mr. Darby that it would be difficult to "work around" a \$50,000 budget for a Technological Renewal Program for all the 5 locations.

Mrs. Mason was advised of serious implications when she suggested purchasing the equipment for the Technological Renewal Program, storing it and then installing/putting the equipment in operation when the Board has the budget to proceed in this direction.

When Mr. Mulholland questioned the surplus money allocated for this program at Caledon and Crestwood Secondary Schools last year, Mr. Shewfelt responded the information was not available for this evening's meeting. Prior to the end of the meeting, Miss Cunningham requested such information be made available to the trustees at a future meeting.

Mr. Mulholland believed the approval of the recommendation will deprive provisions for the other 4 sites, i.e. no renovation funds for these schools in order to accommodate the needs of the Mountain Secondary School. He said fairness should prevail across the system.

Moved by Mr. Mulholland:

That \$250,000 be placed in the Budget to accommodate Technological Renewal at Mountain, Sherwood, Sir Allan MacNab, Sir John A. Macdonald and Westdale Secondary Schools.

Trustees Korz, Orban, Mason and Cunningham voiced their support for the motion.

Until the Budget process is completed, Mr. Goodridge commented it may be premature to determine the implications of this recommendation to the zero percent mandate for this year.

Recognizing Senior Management's efforts in achieving this mandate, Mr. Hicks felt that it is up to the trustees to take something out of the budget if this motion passes.

Dr. Johnston called the question.

The motion was put to a vote and was CARRIED.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

Moved by Mr. Wadsworth.

Resolved, That the Board of Directors be authorized to issue bonds in the sum of \$100,000, for the purpose of constructing a new building for the use of the Board of Directors, and for the purpose of paying the interest on the same.

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URBAN/MUNICIPAL
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M34
1994

APRIL, 1994

OPERATIONS AND FINANCE COMMITTEE



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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OPERATIONS & FINANCE COMMITTEE
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1927
BIOGRAPHICAL MEMOIRS
OF
JAMES EARL RAY

1927

BIOGRAPHICAL MEMOIRS OF JAMES EARL RAY

1. James Earl Ray, 1927-1968

2. James Earl Ray, 1927-1968

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**MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 04 11**

Present: Trustees S. Hill (Chairman), Korz, Lowe, Rodgerson, Rogers and Allen.
Also Present: Trustees Bishop, Cunningham, Hicks, Johnston, Mason, Mulholland, Orban, Stewart and Wilson.

Officials Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
N. Nicholls, Superintendent of Schools - Areas 2 and 4
G. Rutledge, Controller
F. Cooke, Assistant Superintendent - Program

Prior to the commencement of the meeting, Dr. Johnston voiced his displeasure regarding a) the rescheduling of this meeting from Thursday, 1994 04 14 when the former date had been set by the Board and b) the scheduling of an in-camera meeting prior to the 1994 04 07 Special Operations and Finance Committee meeting which resulted in the latter meeting being cancelled.

Mrs. Hill explained that a lack of quorum of Committee members for the Thursday evening necessitated the change.

Dr. Johnston offered that all trustess should have been consulted about the proposed change.

Mrs. Hill noted that regrets for not attending were received from Trustee Desmarais.

Mrs. Hill asked for and received a two-thirds' majority to add the following items to the agenda.

Moved by Mrs. Bishop:

That the following items be approved for addition to the agenda:

- a) Budget Process - requested by Trustee Cunningham
- b) Request for Plaque - Archives - requested by Trustee Johnston
- c) Request for a Liquor Licence - Sir Winston Churchill Secondary School
- requested by Trustee Mulholland

CARRIED.

Moved by Ms. Orban:

That the minutes of the regular meetings of 1994 02 08 and 1994 03 08 and special meetings of 1994 02 28 and 1994 03 02 be approved.

CARRIED.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Verbal Report regarding
Linden Park School Roof**

Mr. Orlando advised that workers have been repairing the roof at Linden Park School. In the belief that the repairs will suffice, Mr. Orlando suggested that replacement of this school's roof be considered with other roofing priorities in the Accommodation Report.

Mr. Korz thanked Mr. Orlando for his swift action, noting this school is not the only school with roof problems.

Ms. Orban read a letter from the Linden Park Parents' Association expressing concerns about the numerous leaks, the conditions in the school and damage/repair costs involved. Ms. Orban also had a water sample, adding the parents had contacted the Health Department with their concerns.

Mrs. Hill ruled any action on this matter out of order, noting the matter was in the hands of the Health Department.

Mr. Stewart noted every trustee can name a school that requires work. He hoped it was not the Board's practice to take a trustee's opinion over that of an officials.

It was agreed:

That the verbal update regarding the roof at Linden Park School be received for information.

NEW BUSINESS:
Recommendations of the
Director of Education

Moved by Mrs. Bishop:

That the following recommendation of the Director of Education be approved:

(a) That up to twelve students, one from each composite secondary school, be permitted to attend a Business Education Student Leadership Conference in Bolton, Ontario, 1994 05 10-11 (Tuesday to Wednesday).

CARRIED.

Carry forward of
Surplus/Deficit for Schools

Mr. Rutledge reviewed the Report.

Mrs. Bishop spoke in support of the recommendation viewing it as long-overdue and one which will result in more efficient use of available resources. Schools should have more control over expenditures along with more control over revenues, i.e. vocational schools have income from foods sales. At the present time, however, there is no incentive to make efficient use of the program costs because such revenues are returned to the Board. Similarly, there is a formula for grants for programs such as the English as a Second Language (EASL) which do not control these funds; rather they are placed in General Revenues. Mrs. Bishop added that, at the appropriate time, she would like to place a motion on the floor about this.

Canon Rogers spoke in support of the recommendation in the report.

Mr. Rutledge, in response to Canon Rogers' questions, noted that most of our revenue items are determined by enrolment. Grants can increase or decrease when

estimates based on enrolments change accordingly.

Mr. Rutledge further explained that the fiscal year is dictated by the Ministry of Education and Finance. Noting a review by the Ministry to consider a change in the fiscal year to the school year has been underway for approximately two years, he remarked that a change in direction may be announced in the next week or two.

Canon Rogers offered that movement from an annual financial period to one of every six months would be more efficient and recommended that, if the opportunity presents itself, such a suggestion could be made to the Minister of Education and Training.

Miss Cunningham, while not opposed to the recommendation, expressed concern about budgeting at the school level. She asked what would happen if a school is in a deficit position and there is a change in principalship; does the deficit stay at school or does it follow the principal to his/her next school?

Mr. Rutledge responded that the deficit would remain at the school and be handled by the incoming principal.

Miss Cunningham stressed the need for checks and balances and pointed to the difficulties an in-coming principal would inherit in operating a school with a deficit. Noting she wished to make a motion later on another agenda item which may impact on this issue, she suggested deferring this report until June.

Mr. Rutledge responded to Mr. Hicks that the amounts in terms of surplus per school can vary widely, i.e. from \$200 to \$15,000-20,000.

Mr. Hicks agreed that the system needs checks and balances. Noting the practice of area meetings among family of schools to discuss priorities in the system, make decisions on an area project and take monies from the schools as agreed upon, he wondered if the recommendation would affect this priority-setting cooperation that the areas have established.

Mrs. Nicholls responded that such an arrangement would work in the area of New and Replacement Equipment. The allotments for Improvements to Buildings, Repairs and Grounds is reasonably small and the present system is the only way to prioritize area projects.

Mr. Hicks asked how departments will be impacted.

Mr. Shewfelt replied that it is administration's intent to implement this direction with the schools first and then apply the same principle to the departments as technology permits.

Noting that she was adding a Clause b) to the recommendation in the Report, it was

Moved by Mrs. Bishop:

That the Report regarding Carry Forward of Surplus/Deficit Report be received for information and the following recommendations approved:

- a) That schools be permitted to carry forward their surplus/deficit into the following school year.
- b) That a Report be brought back to the Board by June, 1994 to indicate the manner in which:
 - i) departments and schools could retain revenues generated
 - ii) specific Provincial grants could be allocated directly to the programs

At Mrs. Hill's request, Miss Cunningham read the motion she was intending to put on the floor under Agenda Item #7 (Budget Process): That the Chairman of the Board and the Director of Education form a Committee of Trustees and Senior Officials to study a new budget process and to report their findings to the Operations and Finance Committee in June, 1994.

Miss Cunningham noted that her intent is to establish checks and balances and involve the Superintendents. Mrs. Bishop's motion, on the other hand, focuses on how money is utilized, especially at the school level.

Moved in amendment by Miss Cunningham:

That Clause a) be deferred to the June, 1994 meeting of the Operations and Finance Committee. CARRIED.

Mr. Hicks cautioned that Mrs. Bishop's direction represents a great change in the use of revenues within the Board.

Ms. Orban noted that Mrs. Bishop's motion was focusing on program costing and questioned the impact on General Revenues. She added that, if these kinds of budget determinations are made at the school level, each principal would have to be skilled and/or inserviced on budget programming to avoid budget deficits.

Mr. Shewfelt commented that, especially this year just ended, schools have done an exceptionally good job and deserve a great deal of credit. He envisioned staff training and development, working with principals in the schools and promoting reallocations within the guidelines. In addition, advancement of technology to accommodate the program would have to occur.

Mr. Korz spoke in support of the initiative in principle and practice and agreed school principals are well equipped to do this task. He offered that the report from the officials is intended to be very brief and should not involve an elaborate study.

Miss Cunningham asked what happens with revenue that schools raise through fund raising - how is that made accountable, who audits it so it is known how it is used.

Mr. Shewfelt pointed to two sources of income: Board operations, i.e. cafeteria revenue, etc. and the many activities and functions under the leadership of the principal that are not "purely" board reasons, i.e. trips, etc. He added that such activities are audited in conjunction with the Superintendents of Schools.

In response to Miss Cunningham's query, Mr. Shewfelt confirmed that the Board will examine the books to provide additional assistance if a principal or a Superintendent feels there may be a reason to do so.

Mr. Allen remarked that some principals have the "talent" to be entrepreneurs and to develop partnerships in the community while others have difficulties in that area. He expressed concern that this could create inequities among schools and stated he was prepared to support a referral motion and hoped the report would address that concern.

Mrs. Nicholls indicated that, in the elementary schools, there are two very defined ways money is projected and disbursed. Staff and students together set priorities based on a plan and set budget. The monies, once collected, are then disbursed accordingly. She added that often the Home and School or a parent association is involved in the fund raising, budget setting and disbursement.

In the secondary schools, monies raised are the immediate responsibility of the Student Council. The books are managed and carefully monitored and funds disbursed appropriately.

Mrs. Lowe offered caution in this direction, stating she was not sure that this was a step forward in the whole process of bookkeeping.

Mr. Shewfelt submitted there were two aspects to Mrs. Bishop's motion - miscellaneous revenues and General Legislative Grants (GLGs). The report back from the Officials could address school revenues; however, the revenues from the General Legislative Grants represent a whole different philosophical approach, i.e. where monies are guided, program accountability issues, how much from the GLGs versus the local ratepayer, etc.

Mrs. Nicholls responded to Mrs. Rodgerson that she is aware of a situation last year in which a Student Council

ran a deficit. Noting the particular situation has been dealt with, she emphasized it is the responsibility of the school to correct that kind of situation.

Mr. Stewart felt the Report on the Carry Forward aspect should be more comprehensive. He suggested that such questions as "could a school use a significant savings to add staff?" needs to be addressed.

Mrs. Hill reminded the members that Clause a) has been deferred.

Mr. Mulholland suggested that the Board, with new technology, should be able to provide a costing on any program at any time. While generally supportive of this direction, he expressed concern about the impact on programs that do operate at a deficit, i.e. severely developmental delayed students. Will the Board pursue alternative funding or cut the program because of its deficit?

Mr. Shewfelt noted that the report this evening does not address specific program costs and specific General Legislative Grants related to these programs. It is the Board's tradition to give each elementary and secondary school an allocation after the budget has been approved.

Mrs. Bishop noted her request for a report includes information on feasibilities/difficulties and pros and cons on this approach.

The motion, as amended, was put to a vote and was LOST.

Tenders - Hill Park Secondary School

Mr. Orlando reported that he is in receipt of tenders for this project; however, as the contractor with the lowest bid is new to the Board, their credentials are being verified. A report will be brought forward in May.

Project Paradise - Arbor Week (referred at 1994 03 22 Board)

Ms. Gillie explained that while schools are encouraged to participate in requests such as Project Paradise under the Environmental Policy, they are not obligated to participate.

Referring to the letter from Campaign Chair William Nelson, Mr. Nichol, Consultant, Environmental/Outdoor Education understood there may be concern that the Board is being asked to endorse the fund raising aspect of this project. He assured members that the letter was addressed to the Chairman to request support of the Project, not to endorse fund raising by the schools.

Moved by Mr. Mulholland:

That the correspondence from the Royal Botanical Gardens regarding Project Paradise - Arbor Week [referred at 1994 03 22 Board] be received for information and that the Board endorse the Project.

Mr. Allen clarified that the Board is inundated with requests for access to our schools for fund raising initiatives in addition to projects such as Hamilton's sesquicentennial and the Gore Park project. He indicated he would be happy to draft a letter endorsing the project as a worthwhile project, while noting schools had priorities with regards to fund raising.

The motion was put to a vote and was CARRIED.

Members viewed a brief video regarding Project Paradise.

Moved by Mr. Allen:

Constitution of an Ad-Hoc
Committee to discuss Trustee
Communications - requested
by Trustee Allen

That the Chairman of the Board appoint an Ad Hoc Committee consisting of five trustees to investigate the impact of electronic information gathering, processing and dissemination available to trustees in an attempt to establish communication guidelines for trustees that could be used in the production of newsletters and other forms of trustee communications and that the Committee report to the Operations and Finance Committee in September, 1994.

Observing a computer will be placed in the Trustees' Office in the near future, Mr. Allen said it was necessary to have a Board Policy dealing with access to information and use of that information, in particular electronic communication.

Mr. Stewart endorsed this direction stating guidelines were needed with respect to information.

When Miss Cunningham asked if this would include computer access from home, Mr. Allen acknowledged that as a valid point to be discussed under this mandate.

The motion was put to a vote and was CARRIED.

Referring to the previous item, Mrs. Rodgersen felt her concerns would be addressed as part of the ad-hoc committee's mandate.

Policy on Trustee
Communications -
PROFS/Computer Access -
requested by Trustee Rodgersen
Budget Process - requested
by Trustee Cunningham

Moved by Miss Cunningham:

That the Chairman of the Board and the Director of Education form a Committee of Trustees and Senior Officials to study a different method of budget presentation and procedures and to report their findings to this Committee in June.

Advocating a year-long budget process as the "final link in the accountability", Miss Cunningham envisioned each Superintendent appearing before the appropriate committee in September to outline goals or objectives for the coming year. This would include a determination of the estimated cost for their operation, staff requirements and priorities, while identifying areas for reduction should funding be insufficient. She anticipated the Budget Book would

reflect the Superintendencies and each would be responsible accordingly.

Miss Cunningham agreed to substitute the word "formulate" for the word "study" in her motion.

Mr. Hicks fully supported this concept, urging committee membership include representatives from employees' groups to facilitate communication.

Mr. Allen responded that he would take Mr. Hicks' comments under consideration.

The revised motion was put to a vote and was CARRIED.

Request for a Plaque -
Archives - requested by
Trustee Johnston

[Members agreed to address this request as the first item of business to allow Dr. Johnston to meet another commitment.]

Moved by Dr. Johnston:

That, at the request of the Archives Committee, the first Board of Education building plaque and its placement be referred to Senior Management for possible erection within the Education Centre. CARRIED.

Request for a Liquor Licence
- Sir Winston Churchill

Mrs. Hill read a letter from Mr. P. Gordon, Principal, Sir Winston Churchill School, requesting permission to secure a liquor licence for a parent and alumnae dance on 1994 05 28 to raise funds in support of their annual stage production.

Moved by Mr. Mulholland:

That Sir Winston Churchill Secondary School be granted permission to obtain a liquor permit for a parent and alumnae dance to be held on 1994 05 28. CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:
Recommendations of the
Director of Education

Moved by Canon Rogers:

That the recommendations of the Director of Education be approved.

At Mr. Stewart's request, Clause (vi) was voted on separately, and was CARRIED.

The remainder of the recommendations were put to a vote and were CARRIED.

1994-1995 School Year
Calendars

Due to concerns about possible changes in the elementary calendar arising from negotiations, it was

Moved by Mr. Stewart:

That the Elementary portion of the 1994-1995 School Year Calendar be deferred until a more accurate accounting of the number of Social Contract days that will be required is available.

While the Ministry of Education and Training expects boards to file school year calendars with the Ministry offices by the end of April, Dr. Cooke was not aware of a penalty for exceeding the deadline. Consideration had been given to delaying the calendar because of pending negotiations.

Miss Cunningham suggested that the calendar be approved but not made public until the dates are finalized.

Mrs. Hill wondered if a first draft could be filed with the Ministry and Ms. Orban supported this direction.

As these adjustments result from Social Contract legislation, Mr. Stewart felt the Board should wait until accurate information is known so as not to mislead constituents who may wish to book holidays based on the information contained in the calendars.

Mr. Mulholland rationalized that the changes would be minor and could be submitted to the Ministry later.

The motion was put to a vote and was LOST.

Moved by Mr. Mulholland:

That the 1994-1995 School Year Calendar be approved.

Mr. Stewart spoke against the motion, while Mr. Korz suggested releasing the calendars to the system when changes are finalized.

Moved in amendment by Ms. Orban:

That the 1994-1995 School Year Calendar be approved as Draft 1, pending anticipated revisions. LOST.

The motion was put to a vote and was CARRIED.

Noting placement of Professional Activity Days and Holidays are extremely important to parents, Mrs. Bishop raised concerns on the format of this report to trustees. She cited concerns in the following areas which had been raised by the parent representative on the committee: a) consideration of starting school prior to the Labour Day weekend, b) Christmas Break and c) Professional Activity Days scheduled immediately following the March Break.

Moved by Mrs. Bishop:

That in future, the Committee on School Year Calendars include in its report:

- a) any suggestions made by parent representatives
- b) an explanation for parental suggestions not approved by the Committee.

Mr. Korz suggested that if minutes are not available from these meetings, perhaps a one-page summary with comments about a denied request would be useful to trustees.

It was noted that correspondence from the community has been received and considered by the School Year Committee. These letters request special consideration for religious holidays, conferences and special events, etc. and pose difficulties for the committee in attempting to accommodate them.

Mr. Allen considered the motion redundant and opposed it. Stating it was unlikely there would be unanimous support for all dates, he advised that calls have already been received criticizing this Board's decision regarding some dates. He emphasized that the Chairman of the Committee attempts to communicate with the area Boards to establish a cooperative arrangement.

When Dr. Cooke agreed to have future meetings recorded and minutes distributed to the trustees, Mr. Stewart stated he would not support the recommendation.

Mrs. Bishop asked for permission to withdraw the motion. The members agreed.

Request for a Report on the
impact of the Red Hill
Expressway on the safety of
students at Woodward School
- Trustee Hill

Mrs. Hill noted that this issue impacts on more schools than just Woodward School.

Moved by Canon Rogers:

That the Officials prepare a Report regarding the impact of the proposed Red Hill Expressway on the safety of students attending schools in the east end of the City.

When Mrs. Hill indicated she felt the Board should have an official position on this issue, Canon Rogers recalled the Board passed a motion "years ago" opposing the building of the Red Hill Expressway.

The motion was put to a vote and was CARRIED.

Report of the Name Search
Committee - Mountain Secondary
School

Moved by Mr. Korz:

That the following Report of the Name Search Committee - Mountain Secondary School be approved:

i) That Superintendent Nicholls provide a description of the aims and vision of the Mountain Secondary School.

ii) That an invitation to submit names to this Committee by mid-May be extended to the following:

- . the Principal, students and staff of Crestwood and Caledon schools
- . the Ontario Secondary School Teachers' Federation, District 8
- . a general invitation to the system (via PROFs)

In seeking input from various sources, Mr. Korz indicated he would be willing to amend the Report to include an invitation to the public to provide input, as suggested by Mr. Stewart.

Trustees Rodgerson and Orban supported this amendment; however, Ms. Orban cautioned about possible difficulties in not choosing a submitted name.

Stating this was not a new school and therefore did not require a new name, Mr. Mulholland advocated retention of the present name.

When Miss Cunningham voiced concerns about amending the Committee's Report, Mr. Korz suggested that an amendment be moved and the consensus of the Committee be sought.

Moved in amendment by Mr. Stewart:

That the following Clause be added to the Report of the Name Search Committee - Mountain Secondary School:

a) That the public be invited to submit names to the Committee. CARRIED.

Mr. Allen urged members to submit appropriate suggestions to the Committee.

The motion as amended was put to a vote and was CARRIED.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

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MINUTES OF THE SPECIAL MEETING
THE OPERATIONS AND FINANCE COMMITTEE
1994 04 20

Present: Trustees Hill (Chairman), Desmarais, Korz, Rodgeron, Rogers and Allen.

Not

Present: Trustee Lowe.

Also

Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mason, Mulholland, Orban, Paquin, Stewart and Wilson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent – Administrative Services
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools – Areas 1 and 3
N. Nicholls, Superintendent of Schools – Areas 2 and 4
G. Rutledge, Controller
F. Cooke, Assistant Superintendent of Program

Mrs. Hill called the meeting to order.

GENERAL

NEW BUSINESS:

1993 Actuals/Financial Status Report (issued 1994 04 08)

Mr. Shewfelt reviewed the memo which provides a brief update regarding the timelines for the 1994 General Legislative Grants (GLGs) and the revised pages relating to the 1993 Actual Expenditures and Revenues.

1994 General Legislative Grants – Overview

Mr. Rutledge reviewed the Memorandum from the Minister of Education and Training, dated 1994 04 15.

Mr. Shewfelt noted that at a recent meeting with the Ministry of Education and Training, he had expressed the Hamilton Board's particular problems with the Pay Equity Grant Allocations (Page 10).

Referring to the Junior Kindergarten program (Page 6), Mr. Shewfelt advised that 22 school boards have not implemented the program; when they do, the GLGs to school boards will be reduced further.

When Mrs. Bishop questioned the nature of the Grade 9 Continuing Education programs (Page 7), Miss Bond agreed to investigate and bring back further information.

Referring to the "50% February 28, 1994" line in terms of enrolment grant assistance (Page 9), Ms. Orban observed that the Board should be reviewing its retention policy.

Mrs. Bishop asked for clarification on the Full-Day Senior Kindergarten program (Page 6).

Mr. Rutledge confirmed for Mrs. Bishop that funding for Special Education is now folded into the overall grants (such information is no longer broken down in components).

Status of the Mandate

Mr. Shewfelt detailed the adverse implications of the grant information from the Ministry on the Board's 1994 Budget mandate.

1994 Expenditures and Revenues – Update

Mr. Shewfelt drew the members' attention to the revised pages in the 1994 Budget Book: 1994 Budget Estimates – Expenditures and 1994 Budget Estimates – Revenues.

In clarifying the nature of the \$4 million surplus for Mrs. Mason, Mr. Shewfelt said this figure is a combination of variances in the Revenue and Expenditure sections of the Budget, noting it represents precise figures which cannot be predicted ahead of time. He added that the Board's surplus has ranged from \$1 to \$5 million over the last five years.

Responding to a further question from Mrs. Mason, Mr. Shewfelt provided the following data relative to the reserves in the Budget: Capital Reserves are virtually depleted at this time. With the mill rate stabilization fund set for \$5.7 million, a third of this will be available for this year's budget deliberations -- leaving \$3.8 million in reserves. The Board has gratuity reserves of \$6.2 million as of 1993 12 31; Mr. Shewfelt cautioned the members against using this fund.

Mr. Allen expressed concern when advised that the High Cost Factor could cost the Board about half a million dollars.

In acknowledging the difficult situation the Board is facing at this time in view of the Provincial funding, Mr. Goodridge felt the pre-planning and efforts to meet the mandate were "for nothing". In deliberating this year's budget, he suggested that trustees and officials should focus on whether to continue cutting back on programming or review other alternatives in conjunction with the mill rate stabilization fund.

In reply to Mrs. Bishop's question, Ms. Veerman, Manager – Budget, clarified the minor re-alignments in the Technological Renewal line. For the Supplies and Services line, she indicated that the realignment was based on the budget re-allocated to each school.

Regarding the increase in the Personnel Training line, Dr. Cooke explained this is due to the re-alignment of staff transferred to the Program Department. There was no money provided at the time to cover the expenses for this staff; as such, this is merely transferring monies from one account to another.

Mr. Quinn advised Mrs. Bishop that budget allocation for Instructional Supplies goes with students when they move or relocate, e.g. the closure of Ainslie Wood Secondary School.

Responding to Miss Cunningham's query, Mr. Shewfelt recalled that during the inception of the Social Contract Act, the target for this Board was \$9.2 million with a Year 1 Teachers' Pension Plan (TPP) offset of \$4 million; 60% of this applies to this current period of the Board Year in Year 2 the TPP offset of \$2.7 million.

Ms. Polidori, Manager – Financial Services, explained the impact of the new method of providing provincial funding support which has resulted in the difference between the budget figure and the amount spent, emphasizing the involvement of the Ontario Financing Authority in the process. Mr. Rutledge noted this practice was introduced in 1993 and is anticipated to continue in the future.

Mr. Hicks criticized the direction from the Ministry of Education and Training, along with the figures before the members tonight, and suggested that it reflects the Ministry's inability to fund education

appropriately. He urged the members to convey to the Ministry the serious implications of the 1994 operating grants for the Hamilton Board.

Mr. Darby suggested the Board, through the Chairman or the Director of Education, write to the Minister of Education and Training to express its concerns. Mrs. Hill stated that a motion was not necessary. Miss Cunningham said the MPPs and the community should be made aware of the situation as well.

Mr. Goodridge advised of similar concerns relative to the 1994 grants from neighbouring school boards.

Mr. Rutledge informed Miss Cunningham that 29% of the Board's budget is funded by the Ministry (31% in 1993).

Mrs. Bishop considered this an opportune time to use OPSBA to obtain information on significant issues and foregoing costly research work to gather. She suggested establishing a working group of trustees to consider how to communicate all this information to parents and the community.

Mr. Goodridge stated that, although funds have been set aside for the Board's membership to OPSBA, the officials opted not to take action until the Budget deliberation is complete.

Dr. Johnston expressed his shock at the information from the Ministry, both in terms of the amount and the lateness of the information.

Mr. Shewfelt clarified for Dr. Johnston that Boards of Education are not allowed to file a deficit budget; however, the Board could indicate "Revenues to be Determined" or "Reduction of Expenditures to be Determined" in the Budget.

Mr. Goodridge advised Mr. Allen that he has not received any response from the Ministry to his letter regarding Pooling, i.e. indicating to the Ministry that no Board of Education should be financially "hurt" as a result of pooling.

Mr. Orlando advised Mr. Darby that the 1994 estimates in the Energy line were based on actual figures, including the projected increase from Hydro. The implications of the weather conditions and the Board leaving the gas consortium with other Boards were noted.

Mr. Shewfelt explained for Ms. Orban that Actualization Linguistique de Francais (ALF) refers to the right of a student to attend French schools even if not fluent in French. Funds must be provided for this program. Mr. Desmarais said attendance at G. P. Vanier Secondary School is not automatic and is governed by Section 23 of the Education Act: a student must have French as a first language. In the past, some students are admitted through the Admissions Committee.

Moved by Mr. Korz:

That this Committee meet in-camera.

CARRIED

The meeting then adjourned.

Read and confirmed,

MINUTES OF THE SPECIAL MEETING
OPERATIONS AND FINANCE COMMITTEE1994 04 25

URBAN MUNICIPAL

Present: Trustees Hill (Chairman), Korz, Rodgerson, Rogers and Allen.NotPresent: Trustees Desmarais and Lowe.

MAR 24 1995

AlsoPresent: Trustees Bishop, Cunningham, Darby, Johnston, Mulholland, Orban, Paquin, Patenaude, Stewart and Wilson.

GOVERNMENT DOCUMENTS

OfficialsPresent: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent – Administrative Services
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools – Areas 1 and 3
G. Rutledge, Controller
F. Cooke, Assistant Superintendent of Program

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustee Desmarais.

GENERALBUSINESS ARISING OUT OF THE MINUTES:Grant Eligible Microcomputer System (GEMS)

Ms. Gillie updated the members on the GEMS grants, noting the net cost of \$171,741 to the Board as shown in the 1994 Budget estimates. She will meet with staff as soon as this year's budget is approved to review the priorities in this area. Ms. Gillie stated staff will have to review the monies available and determine priorities accordingly.

Moved by Mr. Mulholland:

That a maximum of \$171,741 be placed in the 1994 Budget as the Board's share of the Grant Eligible Microcomputers (GEM).

Mrs. Hill clarified for Dr. Johnston that the intent of the motion is to ensure that funds for microcomputers in the budget are spent accordingly.

Mr. Shewfelt confirmed that the motion, as stated, would encompass equipment software and teacher training.

The motion was put to a vote and was CARRIED.

Recreation Centres – Swimming Programa) Correspondence – requested by Trustee Hill

Mrs. Hill read a letter from Roxborough Park Students' and Parents' Association requesting that the Board carefully consider the proposal to cancel the Elementary Swimming Program for Grade 3 students.

b) Report

Dr. Cooke reviewed the Report in response to the request for additional information.

Moved by Mr. Stewart:

That \$32,640.00 be placed in the Budget for the modified swimming program (6 visits for 2 terms) for eligible students attending Compensatory Education schools.

Mrs. Hill clarified that the swimming programs for the secondary school physical education program and the water skills safety program for exceptional students remain in the budget.

Dr. Cooke confirmed that reductions to this budget in previous years resulted in fewer visits.

Several trustees felt the elementary students should be provided equal opportunities to this program, emphasizing the importance for children to be exposed to water skills/safety at an early age.

Ms. Orban suggested tapping into the volunteer resources in the community.

The motion was put to a vote and was CARRIED.

Trustees Cunningham and Darby requested a closer review of the needs of the swimming program at the secondary school level, taking into consideration the particular needs at Scott Park Secondary School. Miss Cunningham felt the actual figures from each secondary school would suffice.

Transportation and Full-Day Kindergarten

Mr. Rutledge clarified the provision in the Ministry's 1994 grant funding for full-day kindergarten program, noting this includes an additional funding of about 60% of program cost from the Ministry. He added that this provision was also in the 1993 grants.

Grade 9 Continuing Education Programs

Miss Bond advised that, although there has been no grant provided in the past, the Ministry referred to these programs in the 1994 General Legislative Grants – Overview to ensure funding if such a program is provided.

NEW BUSINESS:

Update to the Mandate

In detailing the Report, Mr. Shewfelt clarified the Mill Rate Stabilization Fund is presently at \$5,723,000; with one third (\$1,907,700) applied to the mandate, the remaining will be \$3,815,300. As outlined in the Report, the Board needs \$2,132,000 in order to achieve the zero per cent mandate.

Considering the serious financial situation facing the Board, it was

Moved by Ms. Orban:

That the amount of \$2,132,000 be taken out of the Mill Rate Stabilization Fund in order to achieve the zero per cent mandate.

Miss Cunningham could not support the recommendation at this time, stating she would like to know the complete details of the items in the 1994 Budget prior to making decisions. She voiced her disappointment with the officials' recommendation to take \$300,000 out of the Integrated Information System (IIS).

Moved in amendment by Miss Cunningham:

That the motion be tabled until after discussions of the budget debate are completed.
CARRIED

Integrated Information System (IIS) – Rescinding of the Reserves

Ms. Gillie clarified that this recommendation is in recognition of the serious financial situation the Board is in as a result of the reduced Ministry grant funding. Stressing that the IIS program remains a key priority at this time, she noted that there is still money in the budget to continue the project, albeit at a slower pace.

Responding to Mrs. Bishop's request, Ms. Gillie provided the following information regarding the actual expenditures (for 1993) for the IIS program: Approximate total of \$919,000, broken down as follows – \$512,000 [Salaries and Wages, including temporary assistance, travel, staff training and contract work], \$2,000 [Personnel Training], \$68,000 [Supplies and Softwares], \$77,000 [Capital Expenditures] and \$258,000 rental fee for the main frame.

Several trustees did not support rescinding the IIS reserves, particularly as such move would impact negatively on the completion of the Financial Information System (FIS), a key computerization project which will streamline the Board's financial process and information system.

Other trustees spoke in support in recognition of the financial restraints.

After considerable debate, the members agreed to postpone decision on the proposed rescinding of reserves for the IIS program.

Moved by Mrs. Bishop:

That the Committee meet in-camera.

When Mr. Stewart questioned why the agenda items were to be discussed in-camera, Mr. Goodridge noted the potential implications on the Collective Agreement.

The motion was put to a vote and **Carried**.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

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MINUTES OF THE SPECIAL MEETING
OF THE OPERATIONS AND FINANCE COMMITTEE
1994 04 26

Present: Trustees Hill (Chairman), Korz, Lowe, Rodgerson, Rogers and Allen.
Not Present: Trustee Desmarais.
Also Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mason, Mulholland, Orban, Paquin, Patenaude, Stewart and Wilson.
Officials Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Areas 1 and 3
R. Lavoie, Superintendent of Schools - French as a First Language
G. Rutledge, Controller
F. Cooke, Assistant Superintendent - Program

URBAN MUNICIPAL

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GOVERNMENT DOCUMENTS

Mrs. Hill called the meeting to order, noting regrets for not attending were received from Trustee Desmarais.

GENERAL

Overview - Progress Report - 1994 Budget

Mr. Shewfelt reviewed the summary of reductions, from the inception of the Mill Rate Stabilization Reserve and establishment of the zero percent mandate during Proforma discussions, to the current outstanding balance of \$3,792,000. Referring to Page 5 of the Summary, Mr. Shewfelt explained that should the reduction in Salaries, Wages and Employees Benefits (as detailed on Page 6) be approved this evening (in addition to the previous night's decision regarding the Elementary Swimming Program) it would result in a \$2,464,640 increase in the budget and an increase in taxes equal to \$15.06 or 1.58%.

Mr. Mulholland suggested the following process involving four motions, with the intent of bringing the budget to the zero percent mandate:

First motion: That the \$300,000 surplus from the Integrated Information System (IIS) be rescinded and be added to 1994 budget.

He understood the \$300,000 would have to be done at Board.

Second motion: That the amount of \$1,327,360 be removed from Lines 1 and 2 of the Budget. (Page 5)

Third motion: That the amount of \$2,464,640 be transferred from the Mill Rate Stabilization Reserve to the Revenue side of budget.

Should these three motions be approved the zero percent mandate (plus \$300,000 for IIS) would be achieved.

Fourth motion: That the Program Department prepare a report on possible alternative methods of delivering services provided by the Dr. Harry Paikin Library.

When Trustee Korz questioned that the first motion could not be dealt with by this Committee, Mrs. Hill ruled that a motion to rescind an action approved at the Board must be dealt with by the Board.

In concluding his process outline, Mr. Mulholland emphasized the need for a motion at Board to deal with the \$300,000 IIS surplus.

Mrs. Mason suggested another route of reducing \$2 million within Fixed and Variable expenditures and incorporating funds from the Mill Rate Stabilization Reserve.

Believing the majority of trustees do not want an increase on the Mill Rate, Mrs. Hill summarized that for budget discussions, Mr. Mulholland's process accepts the package outlined tonight and uses \$2,464,640 from the Mill Rate Stabilization Reserve to reach the zero percent mandate. Trustees could then propose and debate specific additions.

Based on the assumption this Committee accepts the proposals for reduced staffing and that the Board will approve the \$300,000 for the IIS project, Mr. Shewfelt clarified that the figure the Committee should approve is actually \$2,164,640.

Trustees were generally supportive of the process suggested by Mr. Mulholland as the most expedient. Some were concerned about "adding" to the budget once the zero percent was achieved, another suggested consideration of the Mill Rate Stabilization Reserve after the \$300,000 IIS motion at Board.

When Mrs. Rodgerson recalled the motion limiting the use of the Mill Rate Stabilization Reserve to one-third, it was pointed out that the motion was approved in October, 1993 and as such was in the previous board year.

Miss Cunningham expressed reservation about responding to queries from the public about reductions. While trustees have received information in general terms, she felt there had been very little information about how specific changes will impact on the system; however, Mr. Hicks cited presentations on restructuring and downsizing and recalled that, by consensus, trustees indicated they did not want impact reports.

In response to questions, Mrs. Hill advised it originally was her intent to follow the agenda; however, she indicated she was prepared to entertain Mr. Mulholland's process and motions.

A discussion ensued about the timing to raise other items for consideration in this process and procedural questions about recommendations to add to the budget once the mandate was achieved. Mrs. Hill assured members Mr. Mulholland was cognizant that amendments could be made during consideration of his motions.

Moved by Mr. Mulholland:

That the amount of \$1,360,000 be removed from Lines 1 and 2 of the budget.

Moved in amendment by Mr. Stewart:

That the amount be changed to \$1,260,000 and the estimated savings in the Lunchroom Program be placed back in the Budget.

Citing the ratio increase from 1:31 to 1:50, Mr. Stewart opposed placing Lunchroom Supervisors in charge of 50 children between two rooms.

Mrs. Hill refused to accept Mrs. Bishop's amendment regarding the Dr. Harry Library, stating this issue would be dealt with later in the agenda as noted under Other Considerations. She concurred with Mrs. Bishop's request that consideration be given prior to a motion regarding the Mill Rate Stabilization Reserve.

Several members indicated they could not support Mr. Stewart's amendment, despite information that other regional Boards' lunchroom programs have ratios as high as 1:75 or 1:100.

Stating she has received complaints regarding lunchroom supervision, Mrs. Bishop also noted the availability of this program encourages parents to send their children. Mrs.

Mason agreed, adding the quality of the program has encouraged parents to keep their children at school for lunch even though they do not need to.

Mr. Binns advised the emphasis in the Lunchroom Program is increasingly moving towards "supervision" rather than provision of program and may result in changes to the job description for a Lunchroom Supervisor.

Ms. Orban supported a revised delivery model with more emphasis on supervisory duties.

Mr. Korz was also supportive of this "incremental approach" to encourage people to consider alternatives. He believed the public must adjust to depending on the education system for education only and that this expenditure should not come out of education tax dollars.

Relative to other Boards, Mr. Binns explained that teachers and senior students are used rather than hiring Lunchroom Supervisors.

Citing the Board's responsibility under the Education Act, Mr. Stewart urged funding remain in the budget until a thorough report is prepared outlining plans to use student monitors, juggling lunch hours and coverage by teachers. He was most concerned about this program in junior elementary schools.

The amendment was put to a vote and was LOST.

In response to Mr. Stewart's request for information about the \$1,360,000 quoted in the motion, Mr. Shewfelt referred to Page 6 of the agenda and provided rationale respecting the five items that total \$1,360,000.

The motion was put to a vote and was CARRIED.

On Ms. Patenaude's behalf, Miss Cunningham moved the following motion:

Moved in amendment by Miss Cunningham:

That the Lunchroom Program be evaluated to determine the impact of one Lunchroom Supervisor for every 50 students and that a report to this effect come back in one year.

Mrs. Hill agreed with trustees' suggestions that this should be placed on the appropriate Standing Committee agenda and the amendment was withdrawn. Miss Cunningham requested that this be placed on the May Agenda of the Operations and Finance Committee.

In making his next motion, Mr. Mulholland explained the intent of this transfer from the Mill Rate Stabilization Reserve is to eliminate the percentage increase and bring the budget to zero percent. Mr. Mulholland was advised by Mr. Shewfelt of the correct figure.

Moved by Mr. Mulholland:

That \$2,464,640 be transferred from the Mill Rate Stabilization Reserve on the revenue side of the Budget in order to reach the zero percent mandate.

Mr. Mulholland clarified that the \$300,000 surplus from the IIS is in the budget.

When trustees indicated they wished to raise other issues, Mrs. Hill recognized their desire to reconsider issues before funds are transferred.

When Mr. Darby indicated he would challenge the Chair's acceptance of the motion because a similar motion had been tabled, Mr. Mulholland stated he would withdraw the motion and the tabled motion could be lifted.

Permission to withdraw the motion was put to a vote and was CARRIED.

The members agreed to proceed according to the Agenda.

Social Contract

Trustees were advised that the Board will achieve Social Contract targets through permanent and temporary savings for the 1994 calendar year. Ms. Russon confirmed the possibility of surpassing the target and that these extra savings would be considered as Board savings.

Recreation Centres

In response to previous discussions on this issue, Dr. Cooke advised that maximum use of both pools and gyms are made in conjunction with the Physical Education program. To date, \$85,200 of the \$153,160 allocation has been spent.

Mr. Darby thanked Dr. Cooke, remarking his reluctance to transfer money from the secondary to the elementary program. Although disappointed that the elementary swimming program will not be offered, he asked that any "surplus" funds be directed towards the elementary program.

OTHER CONSIDERATIONS

a) Dr. Harry Paikin Library

Mrs. Hill suggested dealing first with this item in-camera and then publicly.

Moved by Mr. Korz:

That the Committee meet in-camera.

Mr. Stewart challenged the Chair's acceptance of this motion. He maintained this is a public issue as it focuses on the closing of a library and reducing services.

The challenge was put to a vote and was CARRIED.

Following a five-minute recess, Mr. Binns presented a verbal report, stating that closure of the Library at the end of June would result in salary savings of \$110,000 for 1994 and an annualized savings of \$218,946. The positions eliminated through closure of the Library would be the Chief Librarian, Research Librarian, Technician and Secretary.

Noting this reduction has already been included in the budget in order to reach the zero percent mandate, Mrs. Hill advised that any alternative action would increase budget expenditures.

Believing that the Library is an integral part of an educational system, it was

Moved by Mrs. Mason:

That there be no budget reduction for the Dr. Harry Paikin Library.

Dr. Johnston pointed out that the Officials are not able to present alternative arrangements for the facilities nor its services at this time. Believing the Dr. Harry Paikin Library is needed, he felt the Board cannot just close the facility without providing alternate opportunities for staff and the system. He suggested the following wording for consideration:

That the Dr. Harry Paikin Library budget be restored until a report is presented recommending alternative methodology that meets the needs of the system.

Mrs. Mason agreed to accept Dr. Johnston's suggested wording in lieu of that contained in her motion.

Dr. Johnston explained the intent of his wording is to ensure the best possible solution for the system be empowered. The present arrangement would continue until a report, or series of reports, is presented and further decisions made. He believed such a report should include input from the Chief Librarian and the Research staff.

While speaking in support of the Library as a practical and worthwhile facility, the trustees agreed that alternatives needed to be explored. The following is a summary of possible options for the Officials to address in the report:

- . Transferral and incorporation of the library into a separate wing of a City library.
- . Proposals to reduce costs: reduced hours, use of Brock University students, non-resident user-fee, etc.
- . Possible revenues from selling the materials
- . Impact of the Library on planning and development within the Board and in conjunction with school libraries.
- . Examine the electronic "21st Century" library

In responding to questions, Dr. Cooke indicated that a report could be presented later in the year, possibly November. Citing information provided by the Chief Librarian, Dr. Cooke advised that monthly contacts over the last two years (either walk-in or by phone) vary from a low of 705 to 2,144. He was unable to comment whether these statistics reflect strictly use by staff or included the general public and whether the requests related directly to specific program initiatives.

Moved in amendment by Mr. Darby:

That \$50,000 be restored to the budget to operate the Library on a modified basis until a report is presented.

The amendment was put to a vote and was LOST.

Mr. Allen opposed anything other than closure of the library as he believes it is no longer being used as a research library by teachers to upgrade qualifications.

In closing debate, Dr. Johnston advocated this direction in order to provide senior management the opportunity to discuss, examine and recommend alternatives. He felt most trustees considered this issue a priority and hoped senior management would act as soon as possible.

The motion, as follows, was put to a vote and was CARRIED.

That the Dr. Harry Paikin Library budget be restored until a report is presented recommending alternative methodology that meets the needs of the system.

Program Support Staff

Mr. Binns identified a total of 22 positions in Area Offices for reduction and the resultant savings, including Social Contract savings.

Moved by Mrs. Bishop:

That the sum equal to:

- . four full-time Psychological Consultants,
- . four Speech and Language Pathologists and
- . two Speech and Language Education Assistants

be returned to the budget.

Alluding to both the large number of families living below the poverty line and the large number of children in this area with emotional, physical and mental disabilities, Mrs. Bishop could not condone a cut in support services. She pointed to the importance of

reports generated by the Psychological Department and their impact on the placement of students in system. Citing the reduction of Speech and Language programs in the community, Mrs. Bishop advocated maintaining support services in this area to address the long waiting lists.

Mr. Stewart supported this motion because of the waiting lists. He suggested using money in the Mill Rate Stabilization Reserve "to keep something this Board really does need".

Mr. Shewfelt advised the cost of this motion is \$200,000 to \$250,000 on this budget, with an annualized figure of \$316,000 (taking into consideration social contract implications).

Maintaining reduced provincial funding will result in a lessened quality of service, Mr. Darby argued that the Mill Rate Stabilization Reserve was intended to last for several years. Although he understood why the motion was put forward, he believed this is a cut that has to be made.

Mr. Korz urged trustees to provide alternative reductions when making recommendations that add to the budget.

Acknowledging all Boards in Ontario are being forced to cut, Ms. Wilson sought information about how these reductions will affect employees.

Mr. Binns explained the procedures for reducing the positions identified for downsizing involve returning teaching staff to schools, layoffs and, in the case of Psychological Consultants, a reduction in hours as per their contract.

While recognizing the value of these professions, Ms. Wilson conceded the reality of this budget. Should these cuts be made, she asked how delivery of this service would continue in the Psychological area.

Dr. Cooke responded that clarification of the criteria for student referral and additional work with students in the D.A.R.T. process should help, though not eliminate, the backlog. He noted the Board has a motion that students being referred require both a medical and psychological assessment and this also impacts on the number of students on the waiting list.

Ms. Wilson felt this situation could force the Board to consider alternate ways to reduce numbers and examine how staff with special qualifications could deliver some of these services.

Responding to further concerns about the reductions in Speech and Language, Dr. Cooke acknowledged that reduced staffing will result in increased school ratios, the number of students serviced would decrease and waiting lists would likely increase. He then explained the role of the Educational Assistants under the supervision of the Speech and Language Pathologists. He admitted that Ms. Wilson's suggestion of training volunteers for this program has been considered.

Mr. Stewart maintained that Page 1 of the in-camera agenda should be considered public information since the members decided to deal with the issue in public.

Mrs. Hill agreed that the motion would be divided to permit voting on each position.

Both Canon Rogers and Ms. Orban expressed their support for the motion, opposing a reduction in Special Education support staff.

Mr. Binns acknowledged there has been a trend to replace adjustment consultants with social workers; however, the positions outlined for reduction will not be replaced.

Mrs. Lowe advocated giving the officials latitude to provide services in a different way. Noting all government agencies are reducing, she questioned spending educational dollars on staffing to cope with the impact of reductions at Chedoke Hospital.

Speaking to the in-camera information being discussed, Mrs. Lowe then voiced her opposition to discussing a group of employees in public. She felt the feelings of staff are important and that they were entitled to the same privacy as others.

As a trustee, Mrs. Mason believed that her job was to decide what quality of education can be purchased and to make sure revenues are spent most efficiently. While acknowledging the officials have reached the zero percent mandate, she claimed there would be a reduced quality of education and decreased services. Mrs. Mason believes these are services on which the public is willing to spend money.

At Miss Cunningham's request, Ms. Russon, Manager, Employee Relations, provided information regarding contract implications as a result of this recommendation.

Moved by Mr. Darby:

That this committee meet in-camera.

Mr. Darby responded to Mr. Stewart that discussion was impacting on salaries of specific employees.

The motion was put to a vote and was CARRIED.

When the public session resumed, Mrs. Bishop spoke of the reduced effectiveness of the Speech Pathology program if Educational Assistants are decreased. She questioned whether proposed delivery alternatives would result in a system that works better. In conclusion, she referred to both the impact of our Psychology Department on improved class placements for children as well as the increasingly negative behaviour in our society.

Miss Bond explained that these Educational Assistants work with teachers to deliver the program designed by the Speech Pathologists to the students. She acknowledged that a significant proportion of referrals relate to communication difficulties.

Moved by Mr. Korz:

That the question be called.

CARRIED.

Mrs. Rodgeron requested that the motion be divided into three sections for voting purposes and the appropriate dollars identified on an annualized basis.

The motion to put the following positions back into the budget was put to a separate vote with the following results:

Four Psychological Consultants [\$169,000] CARRIED.

Four Speech and Language Pathologists [\$180,000] CARRIED.

Two Speech and Language Educational Assistants [\$50,000] CARRIED.

OTHER CONSIDERATIONS:

Ontario Public School Boards' Association (OPSBA)

Stating the Board's primary reason for rejoining this organization was related to negotiations, and given that this Board has reached precedent-setting agreements, Mr. Darby questioned this expense.

Moved by Mr. Darby:

That membership fees associated with the Ontario Public School Boards' Association be removed from the budget. LOST.

Mrs. Bishop reminded members that OPSBA was the only group that dealt with the Ministry of Education and Training regarding the Social Contract and is the only collective voice of public school boards.

Mr. Allen called the question and the motion was put to a vote and was LOST.

Moved by Mr. Mulholland:

That the Board put back another \$221,000 of the Salary based from the Proforma.

When Mrs. Hill noted this discussion was an in-camera issue, Mr. Korz asked that other in-camera issues which the trustees may wish to raise be dealt with at the same time.

Dr. Johnston advised he wished to make a motion regarding the addition to Ryerson School.

Moved by Mrs. Rodgerson

That this committee meet in-camera.

LOST

Ryerson School Additions

Referring to recent discussions and correspondence relative to the proposed addition to Ryerson School, it was

Moved by Dr. Johnston:

That the addition to Ryerson School be placed into the budget as a debenture item.

Mrs. Hill ruled the motion out of order stating this is a Capital Expenditure which should come through the Accommodation Report and, being a debenture item, it does not impact on this budget year.

Relative to the Accommodation Report, Ms. Gillie advised that she anticipates bringing a draft Accommodation Report to the June meeting, hopefully, with information regarding Capital funding.

Mrs. Hill informed Dr. Johnston this issue is being dealt with by the Accommodation Committee by virtue of the correspondence which was referred at Board.

Moved by Mr. Korz:

That this committee meet in-camera. CARRIED.

When the public session resumed, it was

Moved by Miss Cunningham:

That this committee continue to meet past 23:00 hours.

CARRIED.

Following a short recess, Mrs. Hill asked Mr. Binns to complete the public presentation of the downsizing information.

Mr. Binns reviewed the proposed reductions which include:

Area Offices

- 4 Curriculum Consultants
- 4 Adjustment Consultants
- 4 Speech and Language Pathologists
- 2 Speech and Language Educational Assistants
- 4.2 Psychological Consultants
- 4 Secretaries

Director

- 1 Executive Assistant

Program

- 5 Curriculum Coordinators
- 1 Outdoor Education Teacher
- 1 SALEP-Educational Assistant

Human Resources

- 1 Staff Development Consultant

Dr. Harry Paikin Library

- 1 Librarian
- 1 Research Technician
- 1 Technician
- 1 Secretary

These are in addition to the reduction in the Lunchroom Program (\$115,000).

Following Mr. Binns' presentation, Mr. Shewfelt drew members' attention to Page 5 and advised that with the \$156,750 in adjustments approved tonight, the current status is now \$2,621,390.

Moved by Ms. Orban:

That the \$2,621,390 be withdrawn from the Mill Rate Stabilization Reserve for the purpose of bringing the Mill Rate to zero percent.

Mr. Shewfelt informed members that, if the motion is adopted, the balance remaining in the Mill Rate Stabilization Reserve would be \$1,193,910.

When Mr. Darby questioned whether this was the motion that had been tabled, Mrs. Hill indicated that the numbers were different.

Moved in amendment by Mr. Darby:

That the amount be reduced by \$300,000 for the IIS Program for a revised figure of \$2,321,390.

Miss Cunningham strongly opposed withdrawing the \$300,000 surplus emphasizing that the need for the Financial Information System to be operational as quickly as possible.

Ms. Orban questioned the Board's dependency on this system, while Mrs. Rodgerson supported the need for a better and faster system.

Mr. Darby noted the IIS project is on-going and this budget still includes a \$1 million allocation for this purpose.

As a point of information, Mr. Hicks clarified this sum was surplus because timelines were not met and the intent of the reserve is provide the funds as needed.

The amendment was put to a vote and was LOST.

Mr. Korz reluctantly supported the motion to withdraw funds from the Mill Rate Stabilization Fund to defray the cost of this year's educational expenses.

The motion was put to a vote and was CARRIED.

Adoption of the Estimates

Mrs. Hill commended the work of the Finance Department staff throughout the budget process.

Moved by Ms. Orban:

That Lines 1 and 2 of General Business of the 1994 Budget in the amount of \$33,053,040 be approved, and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

CARRIED.

Moved by Ms. Patenaude:

That Lines 3 to 20 of General Business of the 1994 Budget in the amount of \$31,829,728 be approved, and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

CARRIED.

ELEMENTARY/SECONDARY

Adoption of the Estimates

Moved by Trustee Mason:

That Lines 1 and 2 of Elementary/Secondary Business of the 1994 Budget in the amount of \$189,540,950 be approved, and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

Trustees Allen, Darby, Hill, Rogers and Wilson each declared a conflict of interest and stated they would neither debate nor vote on the motion.

The motion was put to a vote and was CARRIED.

Moved by Dr. Johnston:

That Lines 3 to 20 of Elementary/Secondary Business of the 1994 Budget in the amount of \$11,862,887 be approved, and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein. CARRIED.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

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MAY, 1994

OPERATIONS AND FINANCE COMMITTEE



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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OPERATIONS & FINANCE COMMITTEE
1994 05 05

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ELEMENTARY/SECONDARY

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CHAPTER 1

THE HISTORY OF THE UNITED STATES

CHAPTER 2

CHAPTER 3

1. The first settlers of the United States were the Pilgrims, who came to the New World in 1620 on the Mayflower.
2. The Pilgrims were followed by other groups of settlers, including the Puritans, who came to the New World in 1630.
3. The Pilgrims and the Puritans were followed by other groups of settlers, including the Quakers, who came to the New World in 1681.
4. The Pilgrims, the Puritans, and the Quakers were followed by other groups of settlers, including the Irish, who came to the New World in 1700.
5. The Pilgrims, the Puritans, the Quakers, and the Irish were followed by other groups of settlers, including the French, who came to the New World in 1763.
6. The Pilgrims, the Puritans, the Quakers, the Irish, and the French were followed by other groups of settlers, including the Spanish, who came to the New World in 1763.
7. The Pilgrims, the Puritans, the Quakers, the Irish, the French, and the Spanish were followed by other groups of settlers, including the British, who came to the New World in 1763.

CHAPTER 4

CHAPTER 5

1. The first settlers of the United States were the Pilgrims, who came to the New World in 1620 on the Mayflower.
2. The Pilgrims were followed by other groups of settlers, including the Puritans, who came to the New World in 1630.

MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 05 05

Present: Trustees Hill (Chairman), Desmarais, Korz, Lowe and Rogers.
Not

Present: Trustees Allen and Rodgerson.
Also

Present: Trustees Bishop, Cunningham, Darby, Johnston, Mason, Mulholland, Stewart and Wilson.

Officials

Present: P. Gillie, Superintendent - Administrative Services [Secretary Pro-Tem]
R. Binns, Superintendent of Human Resources
R. Orlando, Superintendent of Plant
N. Nicholls, Superintendent of Schools - Areas 2 and 4
G. Rutledge, Controller

Mrs. Hill called the meeting to order and noted regrets for not attending were received from Trustees Allen, Orban, Patenaude and Rodgerson.

Moved by Canon Rogers:

That the minutes of the 1994 02 17 special meeting be approved.

CARRIED.

Due to the absence of the Director of Education and Secretary and the Superintendent of Finance, Messrs. Goodridge and Shewfelt, Mrs. Hill called for nominations for Secretary Pro-Tem.

Moved by Mrs. Lowe:

That Ms. Gillie be appointed Secretary Pro-Tem.

CARRIED.

GENERAL

NEW BUSINESS:

Audited Financial Statement

In presenting the report, Mr. Rutledge introduced Messrs. Collyer and Sersen of McGillvray Partners and recognized the work of Ms. Polidori, Manager, Financial Services and her staff. He commented briefly on the budget tabled today by the Ontario Treasurer.

Mr. Collyer reported no items of dispute and that the records were in good order.

Responding to Miss Cunningham, Mr. Collyer stated that a reserve can be established for expenditures not received by year end or for a special project. He stated that administrative rules may be necessary to curtail abuse of such a reserve.

Moved by Dr. Johnston:

That the 1993 Audited Financial Statements for the Board of Education for the City of Hamilton be approved as presented.

CARRIED.

**1993 Audited Financial
Statements for the Board of
Education for the City of
Hamilton Foundation**

Mr. Collyer presented the report.

Moved by Miss Cunningham:

That the 1993 Audited Financial Statements for the Board of Education for the City of Hamilton Foundation be approved as presented. CARRIED.

Mr. Allen thanked Messrs. Collyer and Sersen.

Tenders - Hill Park Secondary School

Mr. Orlando presented the report which recommends Derbtile Construction Inc. be awarded this contract. Derbtile's references and bonding company have been verified. In response to questions, he explained that minor asbestos work will occur prior to the end of June in preparation for the Contractor in July.

Moved by Mr. Korz:

That the following recommendations regarding Phase II of the renovation and addition to Hill Park Secondary School be approved:

a) That a contract be awarded to Derbtile Construction Inc. in the amount of \$1,756,940.

b) That funds be provided for this project in the amount of \$2,170,000.

c) That application for final approval be submitted to the Ontario Municipal Board.

d) That pursuant to the provisions of Part IX, Section 235, subsection 1, of the Education Act, the Superintendent of Finance and Treasurer be authorized to make application to the Ontario Municipal Board for approval to issue debentures for the firm sum of \$2,170,000 for the renovation and addition, Phase II, Hill Park Secondary School on East 16th Street in the City of Hamilton and further requests that the said money be raised by the sale of debentures of the said Regional Municipality of Hamilton-Wentworth with repayment term not to exceed twenty (20) years and that the appropriate By-Law for the said purpose to be passed by the Council of said Regional Municipality.

Mr. Orlando identified the firms who bid on this tender from Hamilton and there was a brief discussion about possibly changing the requirements in future to provide preference to local, unionized labour.

Mr. Orlando then provided clarification about the bids relative to options.

As three figures are identified relative to the successful bid (\$1,756,940, \$1,814,000 and \$1,940,880), Mr. Desmarais requested more clarity in future reports on tenders.

The motion was put to a vote and was CARRIED. Mr. Mulholland asked to be recorded as voting opposed.

Tenders - Hillsdale School
- Phase II

Mr. Orlando presented the report, noting Martin-Stewart Contracting is a unionized, Hamilton contractor.

Some concern was expressed that the lowest bidder, Derbtile Construction Inc., did not comply with all required documentation on this bid. Mr. Orlando did not believe the Contractor would intend the information to also be applied to the second tender, as the tenders were drawn up by two different architects. The Contractor has been made aware that his omissions cost him this contract; contractors are not given a second opportunity to provide the necessary documentation. Mr. Desmarais expressed his disagreement with this direction.

It was noted that STF Construction Limited submitted a lower base bid than Martin-Stewart Contracting, but their option estimate resulted in a higher overall total. Unlike the previous tender for Hill Park, the intent is to proceed with the option (kindergarten playground) on this project, which places the total cost at slightly over the initial estimate.

Mr. Orlando explained there is a 15% hold back for a period of 45 days following completion of jobs to ensure the work is completed satisfactorily.

Because 10 of the 17 contractors bidding on this job did not provide the necessary documentation, Mr. Orlando will highlight this matter with the architect. Mr. Darby echoed Mr. Desmarais' earlier comment for clearer documentation relative to base bids and options.

Moved by Canon Rogers:

That the following recommendations regarding Phase II of the renovation to Hillsdale School be approved:

a) That a contract be awarded to Martin-Stewart Contracting in the amount of \$916,883.

b) That funds be provided for this project in the amount of \$1,145,000.

c) That application for final approval be submitted to the Ontario Municipal Board.

d) That pursuant to the provisions of Part IX, Section 235, subsection 1, of the Education Act, the Superintendent of Finance and Treasurer be authorized to make application to the Ontario Municipal Board for approval to issue debentures for the firm sum of \$1,145,000 for Phase II of the renovation of Hillsdale School on Eastwood Street in the City of Hamilton and further requests that the said money be raised by the sale of debentures of the said Regional Municipality of

Hamilton-Wentworth with repayment term not to exceed twenty (20) years and that the appropriate By-Law for the said purpose to be passed by the Council of said Regional Municipality. CARRIED.

Holiday Schedule for the
Education Centre, Dundurn
Building, Mountain/Lower City
Offices and Schools for the
1994-95 School Year

Due to the possible impact of the Closure Schedule on the Holiday Schedule, it was

Moved by Miss Cunningham:

That the Closure Schedule be dealt with prior to the Holiday Schedule. CARRIED.

Closure Schedule for the
Education Centre, Dundurn
Building, Mountain/Lower
City Offices and Schools

Mr. Binns reported that while closures are intended to be an efficient way to schedule holidays, there will be some employee exceptions in a total shut down. Recognizing summer closure may represent a hardship for family holiday planning, requests for Personal Leaves of Absence will be entertained.

Miss Cunningham was assured that closure encompasses paid vacation periods and has no effect on pay or Social Contract.

Trustees Cunningham and Stewart expressed reservations about closure and its impact on employees, especially as exceptions have not been identified.

Mr. Binns clarified that only emergency personnel would be required to work the 2.5 days during the Christmas closure and it was felt that as this is a slow period, the closure would be welcome.

Mr. Binns acknowledged the issue of a two-week summer closure was more controversial; however, he noted that a) all permanent employees receive three week's vacation and b) while there would be exceptions, closure represents efficiency through a common vacation period. He identified some of the exceptions as Community School Programs, Summer Schools, Day Care Centres and Plant Department employees associated with construction projects.

Miss Cunningham objected to a paid Noon Closing on 1994 12 31 should the closure between Christmas and New Year's Day be approved. Mr. Binns advised the Noon Closing represents the Board's past practice and is also included in Collective Agreements with some employee groups.

Stating she wanted information about the number of employees who presently have three week's vacation, Mrs. Bishop stated she had some concerns about an enforced vacation time. She indicated she would make a referral motion at the appropriate time.

Speaking in support of the closure periods, Mr. Darby pointed out that while a closure period is more efficient it would also provide junior employees with time off during a prime holiday time period which they would not otherwise achieve based on seniority.

As there was little dispute regarding the Christmas closure, Mrs. Lowe asked that the two recommendations be split and voted on separately. She considered a forced vacation period may be controversial, hindering as many employees as it helps.

While there is no direct savings through a closure period, Mr. Binns clarified the major benefit of the closure is the efficiency afforded by scheduling 99% of staff off at one time, resulting in more staff throughout the remainder of the summer. He agreed that junior employees will be impacted more than employees with more than three week's holidays.

Appreciative of this clarification, Mrs. Lowe did not consider an enforced holiday period as "fair" especially if there is no direct financial advantage.

As a point of information, Mrs. Nicholls spoke of the difficulty in scheduling holidays for secondary school office staff and related they have long advocated such an approach to facilitate holiday planning as well as to enable junior staff time off during the best holiday period.

Dr. Johnston endorsed the Christmas closure period and proposed treating the summer closure as an experiment for one year. He supported a summer closure as practical, based on his own personal experience, noting it has been used very effectively in many organizations.

Supportive of a Christmas closure, Mr. Desmarais agreed there is efficiency in a closure period; however, he maintained that an operation the size of the Board could not be totally shut down and asked that information about exceptions (i.e. some Plant Department personnel) be provided.

Mr. Stewart indicated his support of a referral motion to get more information about the number of employees affected, what the exceptions would be and a report on input from the employee groups.

Mr. Binns advised that employee groups have raised similar concerns as discussed tonight.

Miss Cunningham asked for the cost factor of the Noon Closings prior to Christmas and on New Year's Eve. While she felt the early closing was a compassionate move when the Board was open, she believed the paid half-day closing prior to New Year's Day should be eliminated if that closure period is approved.

Mrs. Hill echoed earlier comments indicating interest in what the employee groups say about this proposal.

Moved by Mrs. Bishop:

That the following Report be referred back to the Officials with the request that they consult with employee groups:

a) Closure Schedule for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools.

Moved in amendment by Mr. Stewart:

That the Holiday Schedule for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools for the 1994-95 School Year be referred back to the Officials.

Mr. Darby stated he would not support the amendment in the belief that a decision could be made regarding the Christmas closure.

The amendment was put to a vote and was CARRIED.
The motion as amended was put to a vote and was CARRIED.

Report of the Transportation Committee

It was agreed:

That the Report of the Transportation Committee be deferred to the June 1994 meeting of the Operations and Finance Committee. CARRIED.

Report of the Special Education Advisory Committee

In presenting this report, Mrs. Bishop explained that serious brain injuries as a result of car accidents are eligible for \$1 million life-time rehabilitation costs through no fault insurance. She advised there are approximately three or four parents who are willing to use these funds for one-on-one Educational Assistants but this Board has no billing process in place.

Moved by Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

a) That insurance companies of parents who request that an Educational Assistant be assigned to work directly with their child who has "acquired brain injury" as a result of an accident be billed by the Board.

While understanding Mrs. Bishop's direction, Mr. Stewart suggested that the report be referred to the Program Committee for a report from the Officials on a billing process.

Moved in amendment by Mr. Stewart:

That the Report of the Special Education Advisory Committee be referred to the Program Committee for a report from the Officials.

Miss Cunningham asked that the report provide clarification about whether Educational Assistants paid for by insurance would be considered as part of, or over and above, the Education Assistant complement. She did not believe they should be included in the complement.

Mrs. Hill advised it was her understanding that the Educational Assistant would automatically be removed if funding ceased.

Moved in amendment to the amendment by Dr. Johnston:

That the Report be referred to the Officials for a report.

Supportive of Mrs. Bishop's motion, Mr. Korz raised the issue of access to private services and wondered if such independent help could be admitted to our classrooms.

Mrs. Bishop asked for information about a) how this is being done in other Boards and b) a process to facilitate billing at this Board. She stressed that these Educational Assistants would be in addition to our Educational Assistant complement. Noting there is some urgency to this direction, she expressed the hope that a report would be forthcoming in a month.

The amendment to the amendment was put to a vote and was CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS: Recommendations of the Director

Moved by Mr. Darby:

That the recommendations of the Director of Education be approved. CARRIED.

Survey Request from Statistics Canada

Moved by Mr. Darby:

That the Report regarding a Survey Request from Statistics Canada be received for information and the following recommendation approved:

a) That the request from Statistics Canada to forward a questionnaire to selected Teachers and Principals in the Hamilton Board of Education be approved. CARRIED.

The meeting then adjourned.

Read and confirmed,

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Chairman

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MINUTES OF THE SPECIAL MEETING
OF THE OPERATIONS AND FINANCE COMMITTEE
1994 05 19

Present: Trustees S. Hill (Chairman), Desmarais, Korz, Rodgerson, Rogers and Allen.
Not
Present: Trustee Lowe.
Also
Present: Trustees Bishop, Cunningham, Mulholland and Orban.
Officials
Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
F. Cooke, Assistant Superintendent - Program

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustees Patenaude and Stewart.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

James MacDonald School/Gourley Park Development

Moved by Mr. Hicks:

That the Report regarding the James MacDonald School\Gourley Park Development be received for information and the following recommendations approved:

a) That the Board approve the land exchange with the City of Hamilton to facilitate the community park/playground project.

b) That the City of Hamilton pay all costs including, but not limited to, the Board's land transfer tax, legal and surveying costs arising from this land exchange to the satisfaction of the Board's solicitor.

c) That the land transfer and development project proceed at no cost to the Board of Education for the City of Hamilton.

d) That detailed drawings for the project be submitted to the Superintendent of Plant for approval before tendering the work.

Mr. Hicks related the history of this proposed development, noting that the Board's last decision deferred further consideration for recreational facilities at this site until the Board has determined the scope and location of the new school to be constructed. Considering the land exchange to be a "win-win" situation, Mr. Hicks asked support for this proposal.

The motion was put to a vote and was CARRIED.

Mr. Hicks expressed his appreciation to Dwayne O'Connor, Design Engineer and City staff, both for the time spent on this project and the innovative solution.

The meeting then adjourned.

Read and confirmed,

.....

Chairman

OPERATIONS

AND

FINANCE

COMMITTEE



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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ELEMENTARY/SECONDARY

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MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 06 07

Present: Trustees Hill (Chairman), Desmarais, Lowe, Rogers and Allen.
Not Present: Trustees Korz and Rodgerson.
Also Present: Trustees Bishop, Cunningham, Darby, Johnston, Mason, Mulholland, Stewart and Wilson.

Officials Present:

- D. Goodridge, Director of Education and Secretary
- P. Shewfelt, Superintendent of Finance and Treasurer
- R. Binns, Superintendent of Human Resources
- P. Gillie, Superintendent - Administrative Services
- R. Orlando, Superintendent of Plant
- M. Quinn, Superintendent of Schools - Areas 1 and 3
- N. Nicholls, Superintendent of Schools - Areas 2 and 4
- G. Rutledge, Controller

Mrs. Hill called the meeting to order, noting regrets for not attending were received from Trustees Korz and Rodgerson.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Report from the Officials re: Resulting from discussions at last month's meeting, Mr. Binns reported that after surveying the various employee groups on closure periods and taking into consideration the number of employees with three week's holidays, officials are recommending closure only between Christmas Day and New Year's Day. The summer closure period has been withdrawn. Relative to the two half-days' off prior to Christmas and New Year's Days, Mr. Binns explained it cost \$21,000 for each half day. These half-days have been incorporated into employee group contracts.

a) Closure Schedule for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools

Moved by Miss Cunningham:

That this Committee move in-camera.

CARRIED.

When the public session reconvened, it was

Moved by Miss Cunningham:

That the issue of the Closure Period between Christmas Day and New Year's Day for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools be deferred to the September meeting of the Operations and Finance Committee for further information as requested.

CARRIED.

b) Holiday Schedule for the 1994-1995 School Year

Miss Cunningham indicated she would move the Holiday Schedule with the exception of the Noon Closing on Friday, 1994 12 30, at this time.

Moved by Miss Cunningham:

That the Report regarding the Holiday Schedule for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools be received for information and the following recommendation, as amended, be approved:

a) That the following Holiday Schedule for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools be incorporated into the 1994-1995 School Year Calendar:

Monday, September 5, 1994- Labour Day
 Monday, October 10, 1994- Thanksgiving Day
 Friday, December 23, 1994- 12:00 Noon Closing
 Monday, December 26, 1994 - in lieu of Christmas Day
 Tuesday, December 27, 1994- in lieu of Boxing Day
 Monday, January 2, 1995- in lieu of New Year's Day
 Friday, April 14, 1995- Good Friday
 Monday, April 17, 1995- Easter Monday
 Monday, May 22, 1995- Victoria Day
 Monday, July 3, 1995- in lieu of Canada Day
 Monday, August 7, 1995- Civic Day CARRIED.

Social Contract re Budget

Mr. Rutledge advised that the purpose of this report is to clarify how Social Contract targets were calculated.

Moved by Mr. Mulholland:

That the Report regarding Social Contract re Budget be received for information. CARRIED.

NEW BUSINESS:
Interim Financial Status
Report (as of 1994 04 30)

Ms. I. Polidori, Manager, Financial Services, reviewed the report, drawing attention to Notes #1 and #3 on Page 7.

Miss Cunningham referred to comments made by the Minister of Education and Training in which he denied that the \$5 million funding reduction to this Board resulted from General Legislative Grants. He intimated that the vast majority of reduced income emanated from a decline of 150 students in our enrolment and one-time payment items such as the Transition Assistance Fund. She asked if a response had been prepared to clarify this misconception.

Mr. Allen replied he was in receipt of a letter from the Minister of Education and Training and that he understands the Minister's comments and letter emanate from local media coverage of our meeting at which General Legislative Grant information was shared with trustees. The Board's reply will articulate our rebuttal to show why the Board felt frustrated by the grants and how the Minister's comments are not in keeping with reality. Some of the positive work this Board has initiated will be highlighted.

Stating our position has not changed in terms of the analysis of grant information, Mr. Shewfelt advised a number of boards found themselves in a similar grant situation.

Moved by Mr. Desmarais:

That the Interim Financial Status Report - 1994 04 30 be received for information. CARRIED.

Carry forward of
Surplus/Deficit - Schools

Miss Cunningham asked that this report be deferred until a report has been brought forward by the Budget Presentation and Procedures Committee.

Moved by Miss Cunningham:

That the Report regarding Carry Forward of Surplus/Deficit for Schools be deferred until the Report of the Budget Presentation and Procedures Committee is presented.

Mr. Shewfelt advised it is his intent to implement a new process effective 1995 01 01, using the Fall months for preparation.

The motion was put to a vote and was CARRIED.

Tenders - Queen Mary School

Mrs. Hill indicated that some information applicable to this report requires in-camera discussion.

Moved by Canon Rogers:

That the Committee move in-camera. CARRIED.

When the public session reconvened, Mr. Orlando presented the report and recommendation awarding Pre Eng. Contracting Limited the contract for Queen Mary School renovations.

Moved by Mr. Allen:

That the Report regarding Tenders for Queen Mary School be received for information and the following recommendations approved:

a) That a contract be awarded to Pre-Eng. Contracting Ltd. in the amount of \$9,624,650.

b) That funds be provided for this project in the amount of \$10,830,000.

c) That application for final approval be submitted to the Ontario Municipal Board.

d) That pursuant to the provisions of Part IX, Section 235, subsection 1, of the Education Act, the Superintendent of Finance and Treasurer be authorized to make application to the Ontario Municipal Board for approval to issue debentures for the firm sum of \$10,830,000 for the replacement of Queen Mary School on Cannon Street East in the City of Hamilton and further requests that the said money be raised by the sale of debentures of the said Regional Municipality of Hamilton-Wentworth with repayment term not to exceed twenty (20) years and that the appropriate By-Law for the said purpose to be passed by the Council of said Regional Municipality.

Responding to questions, Mr. Orlando indicated that none of the nine tenders received originated from the Hamilton

construction community. He confirmed that if this firm is not unionized, they would be required to pay equivalent wages.

Dr. Johnston confirmed that the Board receives a percentage rebate on G.S.T. expenditures.

The motion was put to a vote and was CARRIED.

Public Relations Policy

It was agreed:

That the Report regarding the Public Relations Policy be deferred until the September, 1994 meeting.

Accommodation Report - Preliminary Draft

Ms. Gillie presented and reviewed the report noting that all projects are subject to Budget approval. It is recommended that the Final Accommodation Report be presented this Fall in conjunction with the Capital Expenditure Forecast.

Moved by Ms. Wilson:

That approval be given to proceed on the five-room addition at Ryerson School.

Despite the approval of a portable for Ryerson School, Ms. Wilson noted that accommodation restrictions continue to exclude students from Strathcona and Hess Street Schools. In addition, she emphasized the school is already over-capacity and referred to projected enrolments for the coming years.

Mrs. Hill ruled her motion out of order as Ministry funding has not been identified. She directed Ms. Wilson to raise this issue at Board since the decision to put it on hold was made during this Board year.

When Ms. Wilson challenged the ruling, it was explained by Ms. Gillie that the motion Mrs. Hill was quoting with respect to funding for expenditures dealt with new growth and included Ryerson School.

The challenge was put to a vote and was LOST.

Based on the cost to install a portable (\$30,000) and the annualized debenture payments for an addition to Ryerson (nearly \$125,000), Mrs. Mason asked for advice regarding a motion not approving the expenditure for the portable at Ryerson School.

Mr. Quinn responded this direction would place a "terrible strain on the facilities at Ryerson School"; Ms. Gillie also indicated that this expenditure was already approved in the March Accommodation Report and is included in the 1994 Budget.

Referring to Page 33 relative to the Sanford Avenue Enrolment Study, Mrs. Bishop then surfaced the issue of non-resident fee-paying families being directed to the Sanford Avenue School French Immersion Program and

questioned the rationale for this direction.

Mr. Quinn acknowledged that historically students would be placed in the school of their choice if accommodation allowed; however, one of the recommendations from the Sanford French Immersion Plan was to direct fee-paying students to the Sanford program to protect the program's viability. He noted that the program at G. R. Allan School has been capped at 28 students and the principal directed to send parents to Sanford once the cap is reached.

Observing that Dundas and Ancaster fee-paying parents do not wish to enrol in a school that is a feeder to a middle school even further east in the City, Mrs. Bishop expressed concern about the impact of this "cap" on the middle school French Immersion program.

Moved by Mrs. Bishop:

(a) That for the 1994-95 school year, out-of-town French Immersion students be allowed to attend G. R. Allan School, as previously,

(b) the number of classes at Senior Kindergarten be the same as in 1993-94; and

(c) that a committee, including French Immersion principals, trustees and parents, be formed to examine planning for French Immersion in the Lower City, to report to the Board by November, 1994.

Mr. Quinn stated his intent in the upcoming year to undertake a French Immersion study for each school in the lower city, as was previously done for Sanford Avenue. While there is physical space to accommodate more students at G. R. Allan, it would necessitate hiring another half-time teacher, whereas students can be accommodated at Sanford with existing staff. He pointed out that any French Immersion class draws students from all across the city and they often travel out of their catchment area.

Mrs. Bishop advocated a thorough review of French Immersion, rationalizing that a temporary solution in one area may create difficulties in another.

Mr. Stewart strongly opposed the motion because the Board should maintain the right to dictate which program a fee paying student attends. The Board should not incur additional costs to accommodate non-resident students.

While understanding Mrs. Bishop's direction, Mr. Allen noted the Board has been very supportive of the Sanford program. Directing non-resident fee-paying students to the program at Sanford is an opportunity to increase enrolment. As a Ward 3 trustee, he welcomed students from Hamilton-Wentworth and opposed Mrs. Bishop's motion.

In response to questions from Ms. Wilson about the proposed study, Mr. Quinn advised that one year's notice would have to be given to the community before implementing any changes (i.e. in September for the

following September). As Chair of the Safe Schools Committee, he did not envision becoming involved in a French Immersion Strategic Plan until January, 1995 at the earliest.

Although initially supportive of the motion, Ms. Wilson rationalized that a smaller class size should be an advantage despite the increased travel time.

Miss Cunningham recalled the Sanford program was opened to originally facilitate large numbers at A. M. Cunningham School. Mr. Quinn confirmed for her that once enrolment falls below 15 students in two consecutive years, the program would be reviewed. Miss Cunningham concluded that she could not support the motion because of fiscal constraints.

Mrs. Bishop corrected the misconception that only non-resident students are interested in accessing the French Immersion Program. She pointed to some of the other French Immersion classes with 18-student enrolments and the apparent inequity of class size with 28 students at G. R. Allan.

Mrs. Hill confirmed that this discussion eliminates the need for Item #4, New Business, Elementary/Secondary.

The motion was put to a vote and was LOST. Mr. Desmarais abstained from voting as this is an Elementary/Secondary issue.

Pointing to the considerable revenues to be gained through fee-paying students, it was

Moved by Dr. Johnston:

That, in order to support the numbers in the Sanford Avenue School French Immersion Program, non-resident fee-paying families wishing to access Lower City French Immersion Programs be directed to Sanford Avenue School if space is not available at the present west-end Hamilton French Immersion Schools.

Dr. Johnston felt this motion has the flexibility to permit non-resident students the opportunity to attend a west end school if space is available and no additional staff was required.

When Miss Cunningham identified the difficulty in defining "space", Dr. Johnston explained his intent was space based on the Pupil-Teacher Ratio.

Mr. Quinn conceded there is physical space to open a class at G. R. Allan. He advised the present class has been filled to the Collective Agreement class size maximum and there are still six students (four non-resident) who wish to access the program. Once the program has been filled the intent is to direct students to available space elsewhere.

Mr. Quinn also confirmed that students would be directed first to Sanford, then to A. M. Cunningham and Glen Echo Schools.

In response to Mr. Darby, Dr. Johnston explained his motion would allow non-residents to apply should there be space after resident students are enroled. Should the program be filled, they would be directed to Sanford.

Mr. Quinn confirmed the Board's practice of directing non-resident students to Sanford was an attempt to maintain the viability of that program through bolstered enrolment. He identified 30 of the 34 students who registered at G. R. Allan as residents. Past practice of dated registrations and a first-come, first-served process is utilized for non-residents if space is available. The paragraph on page 33 of the Accommodation Report would stipulate directing non-residents to the Sanford program.

The motion was put to a vote and was LOST. Mr. Desmarais abstained from voting as this is an Elementary/Secondary issue.

Moved by Mr. Allen:

That the Preliminary Draft of the Annual Report of Accommodation - 1994 be received for information and that the information be presented in final form along with the Report on Capital Expenditure Forecasts in the Fall.

In response to questions by Mrs. Bishop, Ms. Gillie recalled only one of the four portables at Vincent Massey School is in condition to be moved.

The motion was put to a vote and was CARRIED.

Request for Update on
Site-Based Management
- Trustee Cunningham

Accepting the subtle direction toward site-based management, Miss Cunningham advocated putting "checks and balances" in place and requested that some parameters be established. Some areas she identified included:

- .information from the Finance and Human Resources Departments, and Superintendent of Schools about expectations of principals and training for principals
- .what items will remain centralized functions
- .the effect on the budget procedure
- .lines of command for accountability defined
- .is a financial area incorporated into the principal interview process

Moved by Miss Cunningham:

That the officials prepare a report outlining their perception of site-based management for this Board.

The motion was put to a vote and was CARRIED.

Transportation - Sir Isaac
Brock School - requested
by Trustee Rogers

Canon Rogers asked that this item be deferred.

Report of the
Transportation Committee

Moved by Mrs. Lowe:

That the following Report of the Transportation Committee be approved:

a) That the Committee respectfully requests the Chairman of the Board appoint Trustee Jean Desmarais as an additional member on the Transportation Committee in order to have trustee representation from the French Language Section.

b) That the Report regarding the Role of Bus Supervisor be received for information. CARRIED.

Arising out of a situation that happened on the mountain, it was

Moved by Mr. Darby:

That, whenever feasible, Bus Supervisors either position themselves at the front of the bus or get off the bus while students are boarding and disembarking.

Mrs. Lowe explained that no action was taken on this issue following a discussion by the Transportation Committee but it was suggested that this incident be discussed at a new inservice program for Bus Supervisors to be held in August. She questioned the necessity of the motion.

In response to questions from Mr. Stewart, Mrs. Lowe explained that adjacent boards do not have paid Bus Supervisors and used the example of student bus monitors. She agreed that this may be an option the Board will have to consider at the next budget deliberations.

The motion was put to a vote and was LOST.

Interim Report of the
Trustee Communications
Committee

Moved by Miss Cunningham:

That the following Interim Report of the Trustee Communications Committee be approved:

1. That officials bring a report to the Trustee Communications Committee outlining items that trustees can have access to and those that access is limited by Freedom of Information and security considerations.

2. That the following Guidelines for Trustee Submissions to School Newsletters be approved:

a) Trustees wishing to provide information for insertion in school newsletters should provide this information to the principal of the school.

b) Principals will reserve the right to request the trustee to edit the material.

c) The principal will reserve the right to include this material as appropriate, in consideration of the goals and priorities of the school and the nature of the school community. Also the principal will reserve the right to

exclude the submission given the need to produce the school newsletter within limited resources.

d) As appropriate, the principal may consider extending to each trustee, for that school ward, a similar opportunity to submit information for the school newsletter.

e) Trustees should ensure that they have provided information for the school newsletter within reasonable timelines for newsletter production.

f) The principal will not be held accountable if, for any reason, information submitted by the trustee does not run, or if, for any reason, the school newsletter is not published.

g) Trustees must acknowledge their communication by name. Similarly, trustees must refrain from identifying other trustees by name unless prior written permission has been received.

h) Trustee communication in school newsletters must reflect the operations, directions and decisions of the Board and/or Ministry of Education and Training.

i) Where trustee use of school newsletters is extensive, the principal may request funds from the trustee to assist with typing, printing and distribution costs.

Moved in amendment by Dr. Johnston:

That the following Clause be added to the Guidelines for Trustee Submissions to School Newsletters:

a) That no submissions from trustees be printed in the three months' prior to any Municipal Election.

Mr. Allen supported the amendment and expressed his appreciation for the assistance that these guidelines would provide to principals.

Cautioning that school newsletters are not to be used as political avenues, Miss Cunningham noted these rules give principals the authority to say "No" to a trustee. She expressed concern that some trustees may pressure principals. She added that she is not opposed to the amendment.

Dr. Johnston clarified that his amendment encompasses the months of September, October and November. He was not receptive to Mr. Mulholland's suggested friendly amendment to extend the time limit to include the calendar year of any municipal election.

The amendment was put to a vote and was CARRIED.

In the belief that use of newsletters by trustees should not be extensive and as Clause i) could place the principal in an awkward position, it was

Moved in amendment by Mr. Stewart:

That Clause i) be referred back to the Committee for further consideration.

Mr. Darby pointed out that principals have the right to exclude or to request a submission be edited; Miss Cunningham believed principals should have the right to seek cost recovery.

Moved in amendment to the amendment by Mr. Darby:

That Clause i) be deleted from the recommendations.

Mr. Stewart sought and was given permission to withdraw his amendment.

Mr. Darby's amendment was put to a vote and was CARRIED.

The motion as amended was put to a vote and was CARRIED.

Miss Cunningham again emphasized that principals must have the right to say no to a trustee.

Report of the Budget
Procedures and Presentation
Committee [to be deferred]

It was agreed:

That the Report of the Budget Presentation and Procedures Committee be deferred to the September, 1994 meeting.

Report of the Special
Education Advisory Committee

Moved by Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

1. That the following recommendations relative to membership on the Special Education Advisory Committee (SEAC) be approved:

(a) That the number of Additional Members on SEAC be increased to four.

(b) That SEAC accept the request of the Hamilton-Wentworth Communication Collective to be an Additional Member of SEAC.

2. That, whereas mobility-impaired students may have the use of adapted vehicles and require accessible parking spaces, the Board provide, where necessary, accessible parking spaces for physically challenged student drivers who have Ministry of Education and Training parking permits and that such parking spaces be marked appropriately and situated in close proximity to accessible entrances.

Mrs. Hill outlined the following concerns and suggested Clause 2 be examined by the Accommodation Committee:

- . schools presently do not provide spaces for student parking
- . would "challenged student drivers" include those outside of Special Education?
- . is the intent to include adult student drivers?
- . how many additional parking spots would be required.

Emanating from considerable discussion at SEAC, Mrs. Bishop emphasized the benefit to the Board of not providing expensive transportation if students have adapted vehicles. She added this situation has arisen at a particular school and has caused problems as student parking is discouraged.

Mr. Desmarais maintained a policy was not required and suggested this issue should be handled on an individual school basis by school administration and the Superintendent of Schools. Mr. Darby observed that some schools do not have sufficient parking to accommodate staff.

Mrs. Bishop indicated she was willing to accept Mr. Mulholland's suggested amendment substituting the word "School" for "Board"; however, Mrs. Hill queried this Committee's right to alter another Committee's recommendation.

It was also questioned whether the Ministry of Education and Training issues parking permits and whether the motion should read "Ministry of Transportation".

Moved in amendment by Mr. Mulholland:

That Clause 2 be referred back to the Special Education Advisory Committee for clarification.

The amendment was put to a vote and was CARRIED. The Report as amended was put to a vote and was CARRIED.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report regarding the Impact of the Proposed Red Hill Expressway on the safety of students attending schools in the east end of the City

Ms. Gillie reviewed the report, introducing Principals Booth and LaCombe who worked on this report and were prepared to answer questions.

Miss Cunningham requested that the principals be allowed the opportunity to provide a synopsis of this issue. She added her appreciation for their time and efforts on behalf of the schools.

Mr. Booth, Principal of Woodward, advised a Community Action Committee has been established and have held a number of meetings to express their concerns. The latest proposal will change Woodward Avenue into a major arterial route between Niagara Falls and the 401 corridor. The design calls for a four-lane, 80 km. speed limit road with only two stop lights, and naturally causes many concerns for student safety, particularly for those living east of Woodward Avenue crossing to attend school. The close proximity of the school to the road also raises concerns about noise, pollution and safety. Within the community, there are advocates that this situation be used to facilitate increased benefits for the area, such as a Recreation Centre and possible replacement of Woodward School.

Mr. LaCombe, Principal of Hillsdale School, confirmed Mr. Booth's comments, emphasizing the community has become very political, with definite opinions on both sides.

Further, there are a number of issues beyond the school, such as the dump in the valley and protection of wetlands.

Moved by Miss Cunningham:

That the Report regarding the Red Hill Expressway be received for information and the following recommendations be approved:

a) The Board communicate through appropriate channels its interests and concerns with respect to the Proposed Woodward Avenue Four Lane Road Route.

b) Staff representatives continue to participate in opportunities to provide input about School Needs in the assessment processes to the Proposed and or Approved Plan.

Mr. Allen thanked the Principals for "putting a human face on this highway".

The motion was put to a vote and was CARRIED.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mrs. Bishop:

That the recommendations of the Director of Education be approved.

At Mr. Stewart's request Clause iv) was voted on separately and was CARRIED.

The remaining recommendations were put to a vote and were CARRIED.

Delta Secondary School Cafeteria Services Report

Mr. Quinn introduced the following Delta staff to present the report: Murray Kilby - Principal, Mary Middlemiss - Administrative Assistant and Reece Morgan - Foods Teacher.

Moved by Mr. Mulholland:

That the Update regarding the Delta Cafeteria Report (1994) be received for information

While appreciative of the comprehensive report, Mr. Mulholland indicated he would make a motion to cease yearly reports as the operation has proven to be successful.

Mrs. Bishop questioned the necessity of a second Cook and suggested this additional cost of \$27,000 should have been included in the costing of the program.

Mr. Morgan assured Mrs. Bishop he is aware of the Food Policy guidelines, stressing everything is made from scratch and that the price of french fries has been increased while the price of salads has been reduced.

The motion was put to a vote and was CARRIED.

Moved by Mr. Mulholland:

That annual Updates regarding the Delta Cafeteria be discontinued. CARRIED.

Report on Board Boundary Policy

Ms. Gillie reviewed the report, stating it was provided as information in response to a previous request.

Moved by Mrs. Lowe:

That the Report regarding Boundaries - Access to Programs in Schools be received for information.

Mrs. Bishop questioned whether an adult student wanting to attend a school with day care facilities would be considered a legitimate reason for a student attending a school from outside the boundaries.

Ms. Gillie agreed, dependent on the course of studies and availability to accommodate both the student and the child.

The motion was put to a vote and was CARRIED.

Out of City Parents wishing to buy program, eg. French Immersion - requested by Trustee Bishop

[Please refer to discussion contained under Interim Accommodation Report - Page 4].

Report of the Name Search Committee - Mountain Secondary School

Stating he would not support the recommendation in the report, Mr. Stewart remarked he found the proposed name to be lacking in imagination, with an institutionalized sound.

Citing the strong proposal for the name of Katherine McAuley, the first woman Chairman of the Board, it was

Moved by Mrs. Bishop:

That the consolidated Mountain Secondary school be named the Katherine McAuley Technology Centre.

Opposing this suggestion, Mr. Mulholland expressed support for the continued use of "Caledon".

Moved in amendment by Mr. Allen:

That the following Report of the Name Search Committee - Mountain Secondary School be referred back to the Committee:

a) That the consolidated Mountain Secondary school be named "Hamilton Technology Centre". CARRIED.

The meeting then adjourned.

Read and confirmed,

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Chairman

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MINUTES OF THE SPECIAL MEETING
THE OPERATIONS AND FINANCE COMMITTEE
1994 06 16

Present: Trustees S. Hill (Chairman), Desmarais, Rogers and Allen.

Not

Present: Trustees Korz, Lowe and Rodgerson.

Also

Present: Trustees Bishop, Cunningham, Mulholland, Orban and Stewart.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
S. Rogers, Assistant to the Secretary

Mrs. Hill called the meeting to order noting regrets for not being able to attend were received from Trustees Paquin, Patenaude and Rodgerson.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Tenders – Queen Mary School

At an in-camera session of this Committee, the following motion was considered and approved:

Moved by Canon Rogers:

That the Report regarding Tenders for Queen Mary School be received for information and the following recommendations approved:

- (a) That a contract be awarded to Bradscot (MCL) Ltd. in the amount of \$10,230,270.
- (b) That the Board call upon the bid bond of the low bidder Pre-Eng Contracting in the amount of \$450,000.
- (c) That funds be provided for this project in the amount of \$11,009.091.
- (d) That application for final approval be submitted to the Ontario Municipal Board.
- (e) That pursuant to the provisions of Part IX, Section 235, subsection 1, of the Education Act, the Superintendent of Finance and Treasurer be authorized to make application to the Ontario Municipal Board for approval to issue debentures for the firm sum of \$11,009.091 for the replacement of Queen Mary School on Cannon Street East in the City of Hamilton and further requests that the said money be raised by the sale of debentures of the said Regional Municipality of Hamilton-Wentworth with repayment term not to exceed twenty (20) years and that the appropriate By-Law for the said purpose to be passed by the Council of said Regional Municipality.

CARRIED

NEW BUSINESS:

Report of the Child Care Committee

Mrs. Bishop presented the Report.

Moved by Mr. Bishop:

That the following Report of the Child Care Committee be approved:

a) That the Child Care programs be reviewed annually in accordance with the Criteria and Weighting Form for School/Child Care Link-up and be presented to the Board for approval in May of each year.

b) That the following key criteria for school/child care link-up, along with the weighting factor (in percentage), utilized in determining the reduction in rental rates for qualifying child care centres be approved:

(%)

8	.Centre has Junior/Senior Kindergarten link-up
8	.Centre is integrated for special needs children
	.Centre has Family Studies Link-up:
2	-Individual students
6	-Classes
8	.Students get school credit for work in child care centre
8	.Hours of service offered
5	.Waiting list gives priority to Hamilton Board of Education students
<u>5</u>	.Centre established as result of Hamilton Board of Education motion

50% Total

c) That the reduction in rental rates (in percentage) for the following child care centres for 1994-95 be approved:

(i) Umbrella Family and Child Centres of Hamilton	50%
(ii) Honey Bears Co-operative Preschool of Hamilton	27%
(iii) Mother Goose Co-operative Preschool Inc.	22%
(iv) MacPhail Infant and Parent Co-operative of Hamilton Inc.	36%

CARRIED

Mrs. Hill advised the members that, at the Board meeting following, Mrs. Bishop will be bringing a "housekeeping" motion to amend the Child Care Policy to reflect the Committee's intent in calculating rental rates.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

SEPTEMBER, 1994

OPERATIONS AND FINANCE COMMITTEE



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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OPERATIONS & FINANCE COMMITTEE
1994 09 06

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THE
FEDERAL GOVERNMENT
OF CANADA

REPORT

ANNUAL REPORT OF THE MINISTER

Presented to the House of Commons
in the 31st Session, 1st Sess. 1906-7
by the Minister of the Interior,
Hon. J. A. Macdonald

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1. Introduction of the Report to the House of Commons

**MINUTES
OPERATIONS AND FINANCE COMMITTEE
1994 09 06**

Present: Trustees Hill (Chairman), Desmarais, Korz, Lowe, Rodgerson, Rogers and Allen.

Also

Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mulholland, Orban, Stewart and Wilson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
M. Matier (Assistant Superintendent of Schools - Mountain)
G. Rutledge, Controller
S. Rogers, Assistant to the Secretary

Moved by Canon Rogers:

That the following item be added to the agenda as the last item under General:
Fire - Lisgar School. **CARRIED.**

Moved by Canon Rogers:

That the minutes of the regular meetings of 1994 04 07, 1994 05 05 and 1994 06 07 and special meeting of 1994 04 20 be approved. **CARRIED.**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Report from the Officials
regarding Holiday Schedule
and Closure Schedule for
the Education Centre,
Dundurn Building,
Mountain/Lower City
Offices and Schools**

Mr. Binns presented the Report.

Moved by Mr. Darby:

That the Report regarding the Holiday Schedule and Closure Schedule for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools be received for information and the following recommendations be approved:

a) That the Holiday Schedule for the Education Centre, Dundurn Building, Mountain/Lower City Offices and Schools be amended to include Friday, 1994 12 30 - 12:00 Noon Closing.

b) That the present employment practices between Christmas Day and New Year's Day be retained. **CARRIED.**

NEW BUSINESS:

**Recommendation of the
Director of Education**

Moved by Canon Rogers:

That the following Recommendation of the Director of Education be approved:

(a) That the following trip request be approved:

(i) City-Wide Visual Arts Trip, Grades 11-OAC Visual Arts/Photography, New York City, U.S.A., 1995 05 25-28 (Thursday to Sunday)

Mr. Allen voiced his continuing opposition of trips to New York City, hoping that Program staff would heed such concerns and consider alternative, safer sites.

Trustees Stewart and Johnston echoed Mr. Allen's viewpoint; Dr. Johnston cited the additional expense incurred by the exchange rate.

Mr. Hicks disagreed and suggested should officials consider banning trips to New York, they first speak with students, staff and teachers about the quality of their experiences on trips to this city.

Mrs. Bishop spoke against limiting opportunities for students. She considered one of the most important aspects of trips to be the willingness of staff to give their time to enable students to extend their horizons.

The motion was put to a vote and was **CARRIED**. Mr. Desmarais requested to be recorded as voting against the motion.

Interim Financial Status Report
(as of 1994 07 31)

Following presentation of this report by Ms. I. Polidori, Manager, Financial Services, Mrs. Bishop asked that the format of future reports more closely correlate the Lines in the budget, particularly items relating to instructional costs/expenditures in schools, administration, transportation and operational costs, debt charges and contractual payments.

Ms. Polidori responded that the format could be changed to reflect all budget lines and by panel if the trustees request that; however, she required time to investigate Mrs. Bishop's further request for the inclusion of information detailing the proportion of budget spent to date.

Discussion then focused on internal and external borrowings; Ms. Polidori and Mr. Shewfelt explained that available funds are invested to earn interest either externally or internally and how they are reflected in this report.

Ms. Polidori explained that borrowing has increased due to a reduced cash flow situation since the \$5 million transfer to the Mill Rate Stabilization Reserve.

Ms. Polidori acknowledged Mr. Darby's comment regarding the budget column error in calculations on Page 5.

Noting the continuing reduction of funds under Books & Supplies, Mrs. Rodgerson expressed her concern. Mr. Shewfelt noted that such reductions reflect decisions made during budget deliberations.

Relative to the Retirement Gratuity Reserve, Mr. Shewfelt apprised members that he and Superintendent Binns are in the process of having an Actuarial Study done to verify that there is sufficient money in the Reserve.

Moved by Ms. Orban:

That the Interim Financial Status Report - 1994 07 31 be received for information. CARRIED.

Update re Canada Ontario
Infrastructure Works
Program

Miss Gillie indicated that the three major summer projects (Hillsdale, Hill Park and Queen Mary construction) have proceeded as planned. She credited Plant Department staff in this regard, noting their presence to answer any questions. Miss Gillie then proceeded to review the report. Should the Board approve the expenditure for the Glendale Roof Replacement, the project will be resubmitted for funding under the Infrastructure Program. She reminded members that this project would come back on two further occasions through the Accommodation Report.

Moved by Miss Cunningham:

That the Update regarding Canada Ontario Infrastructure Works Program be received for information and the following recommendation be approved:

a) That the cost (\$185,207.00) of the Glendale Roof Replacement that exceeds the Canada Ontario Infrastructure Works allocation be provided for in the 1996 estimates and this project be resubmitted with this approval.

Mr. Hicks asked the Superintendent of Administrative Services to confirm the date by which these projects are to be completed in order to receive the grants.

In response to questions from Mr. Stewart, Mr. Shewfelt confirmed we are still awaiting an announcement from the Ministry of Education and Training regarding renewal grants.

The motion was put to a vote and was CARRIED.

Queen Mary School
- Site Plan Approval
- Land Dedication Request

Miss Gillie, in reviewing the report, emphasized that the Board is being requested to support in principle this land transfer and that final arrangements will be reported to trustees.

In reply to Mr. Darby, Ms. Gillie stated it is her intent to discuss with the Board Solicitor the aspect of such a non-monetary land transfer setting a precedent. She explained that under the Ontario Municipal Act, the municipality can ask for such a transfer related to site plan control.

Stating he wanted "all the information" before making a decision, Mr. Stewart indicated he was willing to make either a referral motion to a Special Operations and Finance Committee meeting to enable Miss Gillie to provide the legal interpretation or a motion to table.

Mr. Korz remarked that the recommendations include the expectation that trustees will receive more information and he was satisfied for the present.

Moved by Mr. Stewart:

That the Report regarding Queen Mary School - Site Plan Approval - Land Dedication Request be referred to a Special Meeting of the Operations and Finance Committee once all the information on this matter has been received.

Miss Gillie reiterated that she had only wanted to apprise the Board of this matter and that is why the recommendation "in principle". She was satisfied trustees are aware of the situation.

Relative to the referral motion, Ms. Orban asked that trustees also be advised where the City would transfer land as a compromise to the Board.

The referral motion was put to a vote and was LOST.

Moved by Mr. Korz:

That the Report regarding Queen Mary School - Site Plan Approval - Land Dedication Request be received for information and the following recommendations approved:

a) The Board agree in principle to transfer to the City of Hamilton a strip of land, for future road widening, approximately 2.44 metres in width (less than two sidewalk widths) along Cannon Street plus a daylight triangle, 3 metres x 3 metres, at the corner of Cannon and Province Streets.

b) That staff report back on the arrangement for this transfer. CARRIED.

Public Relations Policy
- motion to defer to 10.94

Moved by Dr. Johnston:

That the Report regarding the Public Relations Policy be deferred until the October, 1994 meeting of the Operations and Finance Committee.

CARRIED.

Reproduction of Copyright
Materials CANCOPY

Miss Bond introduced the report, noting these recommendations also reflect the position taken by the Ontario Public School Boards' Association. She agreed with Mr. Mulholland's suggestion that consideration be given to restricting users of photocopiers through ID cards.

Miss Bond clarified that the intent is to allow portions of textbooks to be photocopied, but not the complete text. Ms. Orban was assured that copyrights for productions such as Oklahoma are not included under this agreement.

In response to questions regarding responsibility for control of users and ID cards, Mr. Goodridge cautioned about the broader budget implications arising from copyright materials. He will place this item on an agenda for discussion by senior management and share that discussion with trustees at the appropriate time.

Moved Mrs. Bishop:

That the Report regarding Reproduction of Copyright Materials (CANCOPY) be received for information and the following recommendations approved:

a) That the Board of Education for the City of Hamilton approve participation in the random sampling option provided in the CANCOPY licence, at no cost to the Board.

b) That the Board of Education for the City of Hamilton enter into an extended licence agreement with CANCOPY, at no cost to the Board, for the period 1994 08 30 to 1995 06 30.

In order to ascertain the veracity of rumours that some schools spend more money on photocopying than on textbooks, Mrs. Bishop expressed her satisfaction that monitoring would provide facts about photocopier usage and practices.

Miss Bond remarked that while the Ministry has purchased initial reproduction rights for each school board based on an average 32 pages per pupil, at least one survey indicates more than 114 pages per pupil were copied; hence the need to monitor our practices for budget purposes under an extended licence which limits this Board's right to make only

1,264,025 copies.

Mrs. Hill urged that all staff be acquainted with this information and its budget implications for anything in excess.

The motion was put to a vote and was CARRIED.

Verbal Report regarding
Bill 119 - Tobacco Control Act

Mr. Goodridge advised that Bill 119 received Royal Assent on 1994 06 23 and will be proclaimed law upon completion of the necessary regulations which accompany the Bill. These are expected to be ready in late October. Bill 119 bans smoking in all board buildings and on grounds and includes staff, students and all other people on our premises, including day nurseries.

As Boards will be responsible for implementing this legislation, he advised that in addition to developing an implementation plan, it will be necessary to a) update appropriate policies and Operating Procedure 26, b) examine curriculum, c) develop signage [with the potential financial aspect], d) consider enforcement liabilities and the impact of this legislation upon homes and businesses near schools.

It is the Director's intent to develop an implementation plan with input from employee groups, Student Council presidents and the community, which will then be brought to the trustees for endorsement. Trustees were assured they would have an opportunity to deal with the plan before it is circulated to the system.

Mr. Goodridge responded to questions regarding enforcement and whether this legislation prohibits teachers from smoking in their own cars on school parking lots. He has requested any information as it becomes available, including an interpretation of the term "enforcement" from both the Ministry of Education and Training and the Ministry of Health.

Mr. Korz questioned how much interpretation is needed as he felt the legislation would be straight forward.

Mr. Goodridge replied he wished to ensure the leaders of our various employee groups are aware of the legislation.

Mr. Goodridge also remarked that at least one board has contacted the Ministry over the lack of consultation with boards about this legislation and he would not be surprised to see a provincial trustee organization react to this legislation to facilitate a consistent approach.

Mr. Goodridge indicated his willingness to approach other organizations as suggested by Ms. Orban, stating he anticipates there will be a great deal of debate about the enforceability of this legislation.

Mr. Hicks was pleased the Ministry is banning smoking because of its health hazards. While this is a sensitive issue requiring cooperation, it was his belief that through leadership and input from the stakeholders, it can be done.

Mrs. Hill added this is also a matter under discussion by secondary school principals.

Moved by Mr. Darby.

That the Verbal Report regarding Bill 119 - Tobacco Control Act be received for information.

CARRIED.

Interim Report of the Trustee
Communications Committee

Moved by Miss Cunningham

That the following Interim Report of the Trustee Communications Committee be approved:

1. That the Report from the Officials regarding trustee access to information be received for information and that the following be approved:

a) That trustees have access to the Professional Office System (PROFS), summative enrolment information and inservice training on PROFS and guidelines and software.

b) That as part of the Integrated Information Systems' (IIS) updates, any new systems/reports which may be accessed by trustees be brought to the attention of trustees.

c) That a process be set in motion for trustees to be provided with the option of off-site, on-line access to the Board systems at no cost to the Board.

Miss Cunningham thanked trustees and officials for the information provided to the committee. She advised that trustees will have access to information that is not precluded by Freedom of Information (FOI) and which is in summative form. She noted that Miss Gillie does not have authority to release information generated by departments other than her own, therefore a process must be put in place to ensure that information will be made available.

Mrs. Rodgerson sought information about the computer hardware to be placed in the Trustees' Office and advised that her husband has offered to provide assistance to trustees to learn PROFS.

Relative to systems to be accessed by trustees, Mr. Hicks asked regarding safeguards.

Miss Gillie replied that there are security systems involving passwords in place to thwart hackers as well as safeguards to prevent access to information about individuals, i.e. student records. In addition, most passwords systematically expire after 30 days and must be renewed. She advised that total enrolment information only will be available to trustees in summative form.

Dr. Johnston noted that trustees will receive training on appropriate software and that those with computers at home desiring on-line access will be accommodated.

The motion was put to a vote and was CARRIED.

Report of the Budget
Presentation and
Procedures Committee

Stating she did not believe the recommendations in the Committee's Report sufficiently address what the Committee wanted to achieve, Miss Cunningham declined to move the Report. She then circulated a two-page document and briefly reviewed her proposed budget process.

Mr. Stewart suggested the Report be tabled and a Special Meeting called by the Chairman to fully explore Miss Cunningham's direction.

Mr. Darby questioned a Special Board meeting being called, suggesting an Operations and Finance Committee meeting would be more appropriate.

As so few trustees were involved in the discussion at the ad hoc committee level, Miss Cunningham stated her belief that the budget process should be dealt with by the Board.

Stating it was the "easiest way procedurally"; it was

Moved by Mr. Hicks:

That the Report of the Budget Presentation and Procedures Committee regarding Resource Management Strategy be received for information and the Strategy be approved for implementation.

Mr. Hicks advocated a quick decision about the proper forum for such a meeting noting the need to fast track budget discussions even if the process is approved this evening.

Mrs. Hill accepted Mr. Hicks' motion, advising Mr. Stewart he could now make a motion to table.

Mr. Stewart questioned why he could not table the report itself rather than waiting to table a motion, however, he did not challenge the Chair's acceptance of Mr. Hicks' motion.

Supportive of Miss Cunningham's initiatives and the need for an open debate, Mrs. Rodgers asked about a specific date for the meeting.

Mr. Allen replied that he wished officials to have the opportunity to review Miss Cunningham's proposal, but was supportive of a Board/Committee of the Whole meeting "sooner than later".

Recalling the Report of the Committee must have received approval by the majority of the ad hoc membership, Mrs. Lowe wondered about the reaction of other committee members. She felt uncomfortable that Mr. Shewfelt, in particular, may not have been fully apprised of this proposal and wanted officials to be able to provide direction.

Miss Cunningham advised that both trustees and officials received copies of the proposal prior to the meeting. Relative to the ad hoc committee's approval, she cited the "laydown" report at the last meeting which did not allow sufficient time for the members to deal with the information. She also felt, upon reflection, that the direction being given was "regressive" rather than "progressive".

Acknowledging a special meeting to discuss such an important topic was warranted, Mrs. Bishop urged that we follow our own Rules and Regulations and that a Special Operations and Finance meeting be called, not a Special Board meeting.

Trustees Rogers and Korz suggested the item be deferred to the October meeting of the Operations and Finance Committee.

Mr. Mulholland pointed out that the same rules apply at a Standing Committee or at a Committee of the Whole. Stating he did not want to restrict Miss Cunningham's proposal, Mr. Mulholland noted the proper process for dealing with an item which is not on the agenda, is to require a two-thirds' majority vote. He then indicated that he was supportive of disbanding the Standing Committees in favour of operating as a Committee of the Whole.

Stating she initially allowed Miss Cunningham to speak because she is Chairman of the Committee, Mrs. Hill accepted Mr. Mulholland's direction requiring a two-thirds' vote as a challenge to the chair.

The challenge was put to a vote and was LOST.

Stating he had originally considered introducing a tabling motion, Mr. Stewart noted his preference for a referral motion.

Moved by Mr. Stewart:

That the Report of the Budget Presentation and Procedures Committee and Trustee Cunningham's Proposal for Budget Process be referred to a special meeting called at the discretion of the Chairman of the Board for the purpose of discussing the budget process.

The motion was put to a vote and was CARRIED.

Stating trustees must deal with this problem, Mr. Hicks cautioned trustees not to expect officials to present a proposal at the special meeting which meshes these two reports.

When Miss Cunningham stated her expectation that more members of senior management should have been in attendance during the ad hoc committee meetings, the Chairman ruled her out of order.

Areas of Focus - 1994/95
- requested by Trustee Hill

Noting that trustees will debate system priorities within the new Resource Management Strategy being developed, Mr. Goodridge stated he felt it was appropriate to clarify for the system the priority issues as outlined in his memo and to provide an indication that they would not be encumbered with additional priorities this year.

In response to Mr. Darby's queries, Mr. Goodridge stated these issues are not new to the trustees and would assist in the development of system priorities by the trustees. These priorities will be put in context at a meeting to be held within the next couple of weeks.

Mr. Darby then commented on the absence of issues directly affecting the classroom, i.e computers across the curriculum.

While appreciative of the information and the importance of the system being aware of these areas of focus, Dr. Johnston considered the budget process to be a priority rather than an area of focus as indicated in the Director's memo.

In the context of summarizing areas of focus for trustees and officials, Mr. Korz expressed his appreciation for the information.

Moved by Mr. Korz:

That the Memorandum from the Director regarding Areas of Focus - 1994/95 be received for information.

CARRIED.

Fire - Lisgar Elementary School

Mrs. Nicholls and Mr. Sage, Manager, Special Projects, Audit, Assessment, Property and Insurance reported on a Labour Day weekend fire (arson) in the library at Lisgar School. They commended the efforts of the firm responsible for cleaning up the damage which enabled the school to open with minimal impact on the students. Mrs. Nicholls outlined plans to replenish and provide access to available resources as quickly as possible.

Mr. Sage reported that the total cost of the damage is unknown at present although it will be quite extensive; the Board's insurance policy has a \$10,000 deductible.

In response to Mr. Allen's suggestion, Mrs. Nicholls confirmed the intent to approach the Hamilton Public Library as part of disaster management plans to avail ourselves of their resources.

Mr. Stewart, on behalf of the trustees, commended staff for their handling of situations such as floods and fires in schools. Members expressed their appreciation through a round of applause and Mrs. Hill asked that the Board's thanks be extended to the appropriate staff.

It was agreed:

That the Verbal Update regarding the recent fire at Lisgar School be received for information.

Report of the Transportation Committee

The following was considered at the in-camera session and was approved:

Moved by Mrs. Lowe:

That the following Report of the Transportation Committee be approved:

a) That this Board defer participation in the Joint Transportation Project with the Hamilton-Wentworth Roman Catholic Separate School Board until the officials bring in a report and recommendation to this Committee.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the
Director of Education

Mr. Quinn advised Mrs. Bishop that the Ryerson School trips to Stratford and Niagara-on-the-Lake are the culmination of an English unit.

Moved by Mr. Korz

That the recommendations of the Director of Education be approved. CARRIED.

Read and confirmed,

.....
Chairman

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PROPOSAL FOR BUDGET PROCESS

Prepared by Trustee Cunningham - September 6, 1994.

The intention of this proposal is to generate an open and effective budget process.

At the outset, the issue of "Trust" really is a non-issue. It is a given, that all are trustworthy to perform their functions.

If it is accepted that taxpayers elect Boards of Education for the purpose of educating students by providing the best education at an affordable cost, then the question to be asked is: What drives our budget?

I believe there are three things:

- a) students in the class room.
- b) legislation - Provincial, Federal and contractual.
- c) ability of the taxpayer to pay

Recognizing the student in the classroom is our #1 priority, I believe the budget process should commence by the Superintendent of Schools and Program making the first presentations, outlining how past goals and objectives have been met, what future initiatives are necessary to meet the needs of our students, and what areas may be discontinued or modified.

The purpose of this initial meeting is for information and receiving the Program priorities as identified by the Superintendent of Program. This presentation should occur in early May.

Since School budgets will have to reflect the identified program initiatives, all principals and vice-principals should be in attendance.

Invitations should be sent to all employee groups and the Home & School representatives. (It is important that all stakeholders in the system hear and receive the same message.)

The development of the school budget should include all staff, with parental representation. This process should begin as soon as possible to allow as much available time for community involvement.

Based on the information received from the Superintendent of Program, the budgets of all other Superintendents should be reflective of the identified initiatives for our students for the forthcoming year and the focus of their budgets should be to enhance student achievement.

An important element of this process is the responsibility and accountability for expenditures rests with the person preparing the budget.

The Superintendent of Administrative Services should be the next presenter, (supported by the managers of the various areas contained in that

superintendency), outlining the status of their goals and objectives and identifying any changes, structural, etc., necessary to be implemented to achieve the Program initiatives.

The operational needs of the system should be addressed, setting priorities, and expected time lines.

The Superintendent of Human Resources, again, assisted by managers, should identify the human resources required to deliver the Program initiatives.

Discuss the impact of legislation, (Pay equity, Employment equity, etc.) and how this impacts upon our employees and the Board.

Discuss the impact of negotiations.

Department requirements - staffing.

The Superintendent of Finance, assisted by managers, describes what will be required to provide the financial support necessary to operate in the capacity of a "money broker", permitting budgets to be expended by the Superintendents, while maintaining financial checks and balances.

Outline the state of our investments, with expectations.

Give a financial report of apparent trends from the Province, City, etc., which may impact upon the dollars available to operate.

The Director of Education should outline how his area will operate to enhance the Program initiatives

Identify goals and objectives (Long and short term) for the system .

Setting the mandate

For the purpose of this discussion, it is assumed the budget for each Superintendency will be within and no greater than the amount received in the budget year. (Reduced by Social Contract and negotiated changes).

After the presentations have been made, the Board should then discuss, through the appropriate committees, the initiatives to be started, stopped or continued, and how this will affect the system and what impact will it have on the student in the class room. This portion of the process should occur in the early fall. Based on the outcomes achieved through Committee, the Board sets the total expenditures.

Once the Board agrees to the priorities of the Superintendents, then Finance translates the operation into dollars. The budget is presented for discussion and preliminary approval while awaiting the announcement of the Provincial grants.

Once the amount of the grants are established, the Board will make its determination, and take the appropriate action to meet the needs of the students in the class room, based on the best information available at the time, having been received through a process and not a "Budget Event" .

One of my goals and objectives is to achieve a budget process that is open, clear and effective. To attain that goal, change is required, and I recognize the change must be affected within the means of the organization. We have the technology; we have the people with the skill required; we have the computers available to transfer information; we must now have the desire to change, and **NOW** is the time for change.

Obviously, the process this year is going to have to be shortened, nevertheless, we must pay particular attention that the consultation time for Superintendents of Schools, Principals, teachers and parents, and where applicable, student involvement, is kept at the maximum. To achieve this, the following strategies must be implemented immediately:

- Stage 1: Presentation of Goals and Objectives by superintendents
- Stage 2: Trustee deliberation and discussion identifying accepted goals and objectives.
- Stage 3: Set mandate for spending.
- Stage 4: Developing the budget with dollars attached.
- Stage 5: Budget deliberations: Superintendents disclose how they have developed their operational plans, modified their goals and objectives while staying within allocated dollars.

I believe the above process develops a working tool for the system and a framework for the future, it permits long range planning and eliminates the "hack and slash" budget process.

I would move that a special Board meeting be held, as soon as possible, to discuss the following recommendations::

1. That the strategy outlined be approved for implementation.
2. That the method of reporting budgets be standardized by developing a generic spread sheet to be used for all budgets, itemizing expenditures,utilizing available technologies. (To be prepared by Administrative Services).
3. That a workshop be scheduled with all Trustees and Superintendents (Senior Officials) and appropriate managers, to clarify timelines, expectations, remedies for general concerns regarding implementation.
4. That the expenditures for 1994-95 not exceed the approved 1994 budget expenditures, less all Social Contract deductions and obligations.

One of my main and obvious goals in writing a design process for a system is to ensure that the process is clear, concise, and easy to follow. The design process is a series of steps that lead from a problem statement to a solution. It is a systematic approach to problem-solving that involves defining the problem, analyzing the requirements, developing a solution, and testing the solution. The design process is a key component of any engineering or design project, and it is essential to have a clear and concise design process in place to ensure that the project is completed successfully.

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- 1. Define the problem: The first step in the design process is to define the problem. This involves identifying the problem statement, the requirements, and the constraints. The problem statement is a clear and concise statement of the problem that needs to be solved. The requirements are the specific needs and desires of the user. The constraints are the limitations or restrictions that must be taken into account.
- 2. Analyze the requirements: The second step in the design process is to analyze the requirements. This involves breaking down the requirements into smaller, more manageable pieces. This step is essential to ensure that all requirements are met and that the solution is feasible.
- 3. Develop a solution: The third step in the design process is to develop a solution. This involves creating a design that meets the requirements and constraints. The design is a detailed plan of the solution that includes the components, materials, and processes that will be used.
- 4. Test the solution: The fourth step in the design process is to test the solution. This involves building a prototype of the solution and testing it to see if it meets the requirements and constraints. Testing is essential to ensure that the solution is working as intended and that it is ready for production.

The design process is a key component of any engineering or design project, and it is essential to have a clear and concise design process in place to ensure that the project is completed successfully. The design process is a series of steps that lead from a problem statement to a solution, and it is a systematic approach to problem-solving that involves defining the problem, analyzing the requirements, developing a solution, and testing the solution.

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OCTOBER, 1994

OPERATIONS AND FINANCE COMMITTEE

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GOVERNMENT DOCUMENTS



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 10 11

Present: Trustees Hill (Chairman), Desmarais, Korz, Lowe, Rodgerson, Rogers and Allen.

Also

Present: Trustees Bishop, Cunningham, Darby, Hicks, Johnston, Mulholland, Orban, Paquin, Stewart and Wilson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
M. Matier (Assistant Superintendent of Schools - Mountain)
G. Rutledge, Controller
F. Cooke, Assistant Superintendent - Program
S. Rogers, Assistant to the Secretary

The Chairman called the meeting to order, noting regrets for not attending were received from Trustee Wilson.

Moved by Canon Rogers:

That the minutes of the regular meeting of 1994 09 06 and special meetings of 1994 03 28, 1994 03 30, 1994 05 19 and 1994 06 16 be approved as presented. CARRIED.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Verbal Update re Identification Mr. Quinn advised the pilot project is in effect. He
Pilot Project - Roxborough outlined the various badge systems available and their
Park School costs - ranging from \$1,600 to \$7,500 per site. The Principal is also liaising with a school in Brantford.

Moved by Ms. Orban:

That the Verbal Update regarding the Identification Pilot Project - Roxborough Park School be received for information. CARRIED.

Report from the Officials
regarding Site-Based
Management

In presenting this report, Mr. Goodridge stated it clarifies for trustees Senior Management's current perception of this concept.

Although appreciative of the report, Miss Cunningham was disappointed it did not provide, from a financial perspective, a basis for determining centralized/decentralized functions. She advised she would refer this Report to the Budget Process Workshop to ensure these responsibilities are understood.

While Mrs. Bishop noted the lack of reference to either trustees or the changing nature of family and society within the document, Trustees Lowe and Orban welcomed the opportunity to discuss further details identifying responsibilities at the school and central level under site-based management.

Dr. Johnston added that trustees must also know how principals will be inserviced and evaluated.

Moved by Miss Cunningham:

That the Report from the Officials regarding Site-Based Management be referred to the Budget Process Workshop with a view to defining what is going to be centralized and what is going to be decentralized.

CARRIED.

Report regarding: a) the principle of shared occupancy of student transportation vehicles, b) progress on implementation of computerized scheduling and bus routing system

It was agreed:

That the Report regarding:
a) the principle of shared occupancy of student transportation vehicles, b) progress on implementation of computerized scheduling and bus routing system, be deferred to the December meeting of the Operations and Finance Committee.

Verbal Update regarding Schools to be Sampled - CANCOPY

Miss Bond advised the results from the three-month data-gathering process will provide information to be used for budget planning purposes.

Moved by Ms. Orban:

That the Verbal Update regarding the following schools to be sampled - CANCOPY be received for information: Allenby, Scott Park, Memorial and Barton Schools.

CARRIED.

NEW BUSINESS:

Presentation - Black Youth Achievements (B.Y.A.) Centre

Mrs. Hill welcomed Geoff Small, President and Inez Daly, Executive Director, explaining our process is to refer the presentation to the officials.

Mr. Small recognized the support the Centre has received from Mr. Neville Nunes, Past President of the Centre and their appreciation for the opportunity to use the Southview facility in fostering their alternative education program. They are requesting the Board to: a) reduce the monthly rent for Southview, b) forgive their outstanding rental arrears and c) supplement their staffing through an improved programming relationship with the Board.

Through questioning, the following information was clarified:

- B.Y.A. has a 1994 budget of \$130,350 and is in its third and last year of receiving a \$50,000 annual grant for operational expenses
- annual rental charge is \$32,000, arrears as of May, 1994 total \$11,200
- presently 16 students attend the academic program on a daily basis
- students attending this program also come from Brantford, Burlington, Kitchener and St. Catharines
- an average of 300 people (adults and students) use the facility monthly
- in addition to academic classes, the Centre offers a variety of support and recreational programs, including culturally appropriate counselling.

Questioned regarding other sources of funding, Ms. Daly stated B.Y.A. does fundraise and has approached other agencies for support, including the Hamilton-Wentworth Roman Catholic School Board. In addition, Ms. Daly

advised B.Y.A. sub-leases two rooms to Suicide Prevention.

When it was noted that a reduction in B.Y.A. rental may result in other requests from groups, Ms. Daly pointed out that many of those programs are cultural or recreational in nature while B.Y.A. provides an educational opportunity for young people.

Ms. Daly agreed to provide Senior Management with a copy of the Centre's operating budget.

Mr. Goodridge will meet in the near future with representatives from B.Y.A. to discuss the Alternative Education Project proposal referred to in their Report.

It was agreed:

That the presentation by Black Youth Achievements regarding their program at Southview School be referred to the Officials.

Presentation - Hamilton
Council of Home and School
Associations

Mrs. Hill welcomed the following members of the Hamilton Council - Marlene Gibson (President), Laura Newkirk and Laura Ludwin.

Congratulating the Board on its progressive approach to partnerships in education, these presenters spoke of the cooperative relationship with Board officials, the benefits of a parent-organized involvement in schools and the Ontario Federation's framework and history.

Ms. Gibson raised concerns a) that mandated Ontario Parent Councils will not necessarily result in commitment b) about the impact of total rejection of the legislation, and c) the effect of Ontario Parent Councils on the role of the Home and School Associations. Ms. Gibson asked that this Board recognize the existing Home and School structure in whatever model the Ministry adopts, and that the Board lobby the Ministry through its professional organizations to incorporate the Ontario Federation of Home and School Association's model in its final proposal.

In response to questions from Trustee Korz, Ms. Gibson commented on the Association's support for education by local, elected Boards.

The Federation will also seek lobbying support from the Ontario Public School Boards' Association via a recommendation to be considered at the October Home and School Board of Directors' meeting.

It was agreed:

That the presentation by the Hamilton Council of Home and School Associations regarding Ontario Parent Councils be referred to the Officials.

Report on Freedom of
Information Activities
1993/94 (F.O.I.)

Ms. Baxmeier of the Human Resources Department presented the report.

Moved by Mr. Korz:

That the Report regarding Freedom of Information Activities 1993/94 be received for information.

Mr. Mulholland commended the presentation, while Miss Cunningham observed the Board has been fortunate with respect to requests for FOI to date.

The motion was put to a vote and was CARRIED.

Public Relations Policy

Ms. Brock-Woodland presented the report stating that the Policy is reflective of a genuine attempt at two-way communication. She thanked everyone involved in the preparation of this Policy.

The following observations relative to this Policy were made:

- includes accountability
- potential for image enhancing
- "how far" the Public Relations Department had come in a short time
- the Policy is based upon the approved Public Relations Plan

Concerns were raised as follows:

- trustees were not included
- need to communicate to the public who do not have children in the system
- more distinction between the role of Board management and Board members
- about "jargon" in Public Relations' products
- the policy would not be reviewed until October, 1999
- that an evaluation date be included on an annual basis

Moved by Miss Cunningham:

That the Report on the Public Relations Policy be referred back to the Public Relations Policy input group to take into consideration the comments made this evening and address those issues.

Miss Cunningham urged an increased focus on communicating with the general public.

While some trustees were supportive of the referral, others noted that policies are "not written in stone" and can be changed.

Mr. Goodridge concurred, commenting that a Policy on Policies will ensure a review of all policies on a cyclical basis.

The referral motion was put to a vote and was LOST.

Moved by Mr. Allen:

That the Report on the Public Relations Policy be received for information and the following statement be approved as the Public Relations Policy of the Board:

"The Board is committed to the development, implementation and evaluation of effective two-way public relations programs at the system and school levels. These programs will be founded on the understanding that parent and community involvement and partnership is essential to the success of our students, organization and operations; and that all system and school public relations activities must be governed by openness, fairness and consistency."

CARRIED.

Resolution from Kent County
Roman Catholic Separate
School Board re Ontario Parent
Council - referred at 1994 09
20 Board

Mr. Goodridge advised his intent to bring a report, hopefully, in January about developing a Policy regarding the whole issue of parent-community involvement in our schools, not just relative to Ontario Parent Councils.

Moved by Mr. Korz:

a) That the Hamilton Board of Education support the concerns of the Kent County Roman Catholic Separate School Board regarding the diminished role of trustees under the Ontario Parent Councils, and

b) That the Board indicate to the Minister of Education and Training our support for the parent-involvement model used by the Ontario Council of Home and Schools.

Mr. Allen voiced his belief that Ontario Parent Councils (O.P.C.) are redundant, expensive and were formed for political rather than educational purposes.

Trustees echoed Mr. Allen's comments about O.P.C.'s mandate, the lack of democracy in non-elected representatives and its political nature. They were somewhat apprehensive about the impact of Ontario Parent Councils on the role of trustees.

Stating this Board encourages parent-community involvement, Mrs. Bishop argued she would not support the motion unless more concrete information about O.P.C.'s role of governance could be produced.

Other comments about the Ontario Parent Councils included references to:

- the lack of representation from Hamilton on the "Toronto-based" Councils
- objections to another politically-driven level of bureaucracy that is undemocratic

When it became apparent that members preferred writing to the Minister of Education supporting the parent-involvement model used by the Home and School Association, rather than simply responding to Kent County's resolution, Mr. Korz requested and received permission to withdraw his motion.

Moved by Mr. Korz:

That the Chairman of the Board send a letter to the Minister of Education and Training, with a copy to Kent County Roman Catholic Separate School Board regarding the Hamilton Board of Education's:

- a) support for the concerns of the Kent County Roman Catholic Separate School Board regarding the diminished role of trustees which may be perceived under the Ontario Parent Councils,
- b) concern about the non-elected nature of the Ontario Parent Councils, and
- c) support for the adoption of the Ontario Council of Home and School Association's parent-involvement model.

Citing the report to come from the officials regarding the Home and School Council's presentation, it was

Moved by Mrs. Bishop:

That the Correspondence from the Kent County Roman Catholic Separate School Board be referred to the meeting of the Operations and Finance Committee at which the Response from the Officials to the Hamilton Council of Home and School Associations will be presented. LOST.

Mrs. Bishop asked to be recorded as voting against Clause a).

Members agreed to vote on the clauses individually and in reverse order.

Clause c) was put to a vote and was CARRIED.

Clause b) was put to a vote and was CARRIED.

A recorded vote was requested. Clause a) was put to a vote and CARRIED with Trustees Cunningham, Darby, Desmarais, Hicks, Lowe, Korz, Mulholland, Rodgerson and Stewart voting in favour and Trustees Bishop, Johnston and Orban opposed.

Report on 1994 Property Assessment Appeals

Mr. Shewfelt presented the report which details an expected cost to the Board of \$750,000. Another report will be presented early next year pending the final deposition of the appeals.

Due to concerns related to the lack of notification about these appeals, Mr. Shewfelt will meet with City and Regional staff to ensure better communication in future.

Mr. Allen also suggested that a committee be struck following the election, to meet with City Hall staff and review the situation.

Moved by Miss Cunningham:

That the Report re 1994 Property Assessment Appeals be received for information. CARRIED.

Report re Carry Forward of Surplus/Deficit for Schools

Mr. Rutledge noted this Report had been deferred pending the outcome of 1994 10 03 Special Board meeting to consider the Report of Budget Presentation and Procedures Committee. A status report will be brought back to the trustees in April, 1995.

Stating she wanted the issue of schools' surplus/deficit incorporated into our budget process and the budget process addressed "as a whole rather than piece meal", it was

Moved by Miss Cunningham:

That the Report re Carry Forward of Surplus/Deficit for Schools be referred to the Budget Process Workshop.
CARRIED.

Proforma Budget - Three Year
Projection of Expenditures/
Revenues

Messrs. Shewfelt and Rutledge presented and reviewed the Report.

Mr. Rutledge responded to queries from Mrs. Bishop relative to tuition fees and decreased rental revenues. She was also advised that it is senior management's intent to bring information relative to the impact of Social Contract before Christmas.

Mr. Goodridge confirmed that Ministry officials continue to hint at significant funding for Renewal grants for this Board, but there is no confirmation to date.

Emanating from other queries, members were advised that a) a forecast for year-end surplus or deficit will be provided next month and b) the Report on Secondary Futures will address both accommodation and program implications with respect to the new Roman Catholic Separate School Board high school.

Mrs. Hill observed she found the inclusion of Social Contract figures in the Proforma totals to be misleading.

Members briefly considered a target mandate for expenditures, however, it was

Moved by Mrs. Bishop:

That the Proforma Budget - Three Year Projection of Expenditures/Revenues be referred to the November meeting of the Operations and Finance Committee.

CARRIED.

Request for Update on
Automated Libraries
- Trustee Orban

Understanding that the Program Department has earmarked \$25,000 for an automated cataloguing system in addition to school Principals setting money aside for this project, Ms. Orban asked that an update be brought about automated libraries.

Members were advised the Board has "bought out" of its original contract and is looking at a more cost-effective solution - both short term and long term solutions are being considered.

Ms. Orban anticipates her concerns will be addressed in the two reports regarding the operations of both school libraries and the Dr. Harry Paikin Library due to be presented in November.

Mrs. Rodgerson requested that Ingrid Scott, Head Librarian, be present at that meeting.

Request for Report on Schools
Setting Up Reserves - Trustee
Stewart

In response to questions, Mr. Shewfelt advised that the same rules apply to a school in establishing reserves, as apply to the Board. He stated, that to the best of his knowledge, no such reserves have been set up. The intent of the Report regarding Carry Forward of Surplus/Deficit for Schools is to support setting up such reserves.

Several trustees voiced concerns about surplus funds' management at the school level. Mr. Shewfelt indicated his office has school expenditure information which he was prepared to share with trustees.

Mr. Stewart asked that further information relative to the application and treatment of reserves at the school level be provided in a report.

Moved by Mr. Stewart:

That the Request for a Report on Schools Setting Up Reserves be referred to the Budget Process Workshop to coincide with the Report re Carry Forward of Surplus/Deficit for Schools. CARRIED.

Moved by Miss Cunningham:

That this Committee continue to meet past 23:00 hours. CARRIED.

Request for Report on the
Future of Dundurn Warehouse
- Trustee Mulholland

Due to the lateness of the hour, Mr. Mulholland briefly outlined a proposal relative to the Dundurn facility and warehouse operations which involved the restructuring of the Plant Department and its relocation to the Ainslie Wood School facility. [A copy of Mr. Mulholland's proposal in detail is attached.]

Generally appreciative of Mr. Mulholland's initiative, trustees considered it appropriate to refer this proposal to the officials to consider the accommodation, budget, personnel and operating aspects, and reporting back to the trustees through the appropriate committees.

Mr. Mulholland stressed the importance of proceeding slowly, with input from the warehouse workers, in making changes to this operation.

Moved by Mr. Allen:

That Trustee Mulholland's proposal regarding the Future of Dundurn Warehouse, i.e. the restructuring of the Plant Department and Warehouse operations, be referred to the officials. CARRIED.

Correspondence from the
Ontario Public School Boards'
Association re Workers'
Compensation - requested by
Trustee Allen

Moved by Mr. Allen:

That the Correspondence from the Ontario Public School Boards' Association re Workers' Compensation be deferred to the November meeting of the Operations and

Finance Committee.

CARRIED.

Report of the Special
Education Advisory Committee

Moved by Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

a) That the October, 1994 meeting of the Special Education Advisory Committee be held on Wednesday, 1994 10 26, the December, 1994 meeting be held on 1994 12 14 and the March, 1995 meeting be held on 1995 03 22.

b) That SEAC accept the request of Children and Adults with Attention Deficit Disorders (CH.A.D.D.) to be a Member Association.

CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the
Director of Education

It was agreed:

That the recommendations of the Director of Education be approved as presented.

Relative to Clause (xiv), Mrs. Nicholls agreed to supply Mrs. Rodgerson with the trip details, because of concerns she raised about the exchange trip to Mexico.

At Mr. Stewart's request, Clauses (vi), (viii), (ix), (xiii), (xiv) and (xv) and 15 were voted on separately and were CARRIED.

The remaining recommendations were put to a vote and were CARRIED.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

RESTRUCTURING OF PLANT AND WAREHOUSE OPERATIONS

The following information is respectfully presented for your consideration. The past year or so I have attempted to share my concerns regarding the structure of the plant department and the services provided by the warehouse. Although my intentions may be construed as be bias because of my labour background, I would assure those who may have this concern that my purpose is to only share ideas. I believe it is important to establish an integrated Caretaking, Plant and Warehouse operation. In order to accomplish this it is necessary to determine structure and location.

You will find enclosed an action plan, services provided by the warehouse employees, suggested structure for Plant and Caretaking services and recommendations for consideration.

Sincerely;

Ray Mulholland.

ACTION PLAN

Sale of Dundurn site.

Revenue from the Dundurn sale to finance relocating the Dundurn operation to the Ainslie Wood site.

All services being provided at the Dundurn site would be assessed for continuation at the Ainslie Wood site. Some may be expanded in order to make them cost efficient.

New services could be provided in house.

The Asbestos response team should move from Vincent Massey school to the Ainslie Wood site. This would allow Vincent Massey to be sold and the Asbestos Response team could resolve the asbestos problem at Ainslie Wood on a part time basis

The plant management team would move from the Education Centre to Ainslie Wood. This would free up much needed space in the Education Centre. The management should not be isolated from the personnel they supervise.

The hiring of a licensed mechanic should be considered. The excellent auto repair shop at Ainslie Wood could be used not only to service the board's motor vehicles but could include repairs to snow blowers and lawn mowers.

Possible location at Ainslie Wood to house a consortium for bulk purchases.

The establishment of a modern training facility for staff.

SECTION 1

State of Georgia

Whereas the Board of Education of the State of Georgia has determined that it is necessary to provide for the education of the children of the State of Georgia;

And whereas the Board of Education of the State of Georgia has determined that it is necessary to provide for the education of the children of the State of Georgia;

Now therefore the Board of Education of the State of Georgia do hereby

The Board of Education of the State of Georgia do hereby

The Board of Education of the State of Georgia do hereby

The Board of Education of the State of Georgia do hereby

Witness my hand and seal this 1st day of January, 1901.

The undersigned, Secretary of the Board of Education of the State of Georgia.

Services provided by Three Warehouse Employees

During the last restructuring the reduction of two positions from the Warehouse staff was approved by the Board. This reduction will result in only one position remaining at the Warehouse. The following is a partial list of Warehouse activities that are provided by the present staff compliment.

- (A) cartage operation**
- (B) bulk ordering**
- (C) supplies distribution**
- (D) chemical storage and delivery**
- (E) book depository**
- (F) furniture repair and recycling**
- (G) storage of surplus furniture and equipment**
- (H) disposal of surplus books, furniture, equipment and supplies**
- (I) receive and store furniture and equipment for a new school**
- (J) receive, store surplus furniture, equipment from closed school**
- (K) unload large shipments sent to Kit Services, Computer Services**
- (L) central distribution for subject coordinators' material**
- (M) confidential waste disposal**
- (N) supply cartons to schools**
- (O) delivery of bosun's chair from school to school**

COST EFFICIENT DELIVERY OF WAREHOUSE SERVICES

(A) cartage operation is currently provided by Jerry Pack. The account is for \$95,000 per year. Warehouse staff could and should assume the cartage operation.

(B) bulk ordering is done by Warehouse staff. One suggestion would be to have items delivered directly to the schools. However this would add greatly to the delivery costs. The Board would also have to create a system to record and monitor these deliveries. The Rinslie Wood Site would provide sufficient room to continue having the Warehouse staff receive store and deliver such items as photocopier paper, computer tables and chemicals. A consortium could be considered for bulk ordering.

(C) supplies distribution should be considered to be assigned to the Warehouse staff. This would lead to a reduction of cartage fees.

(D) chemical storage and delivery would see a safe storage depot at Rinslie Wood, according to WHMIS. Delivery would be provided by the Warehouse staff or by tendered cartage when they are not available. Without a central storage facility, schools would have to provide safe storage for these chemicals. This along with delivery costs to individual schools would be cost prohibited.

(E) book depository. Presently the Warehouse staff load, unload, sort, shelve, keep records and send books no longer current to Domotar in Toronto for disposal. The cost to the Board for this service, along with disposal of confidential waste is \$9,750 per year. Perhaps a shear and shredder could be purchased for this service to be done in-house. This would save the recycling cost and the Board could realize a profit of \$185.00 a metric ton by the selling of this waste material.

(F) furniture repair and recycling. Presently furniture needing repair is shipped to the warehouse. The staff take apart old desks and separate the wood and steel. the steel is taken to the scrap yard and provides revenue for the Board.

(F) continued. Unfortunately chairs to be repaired are picked up by Central Services in Stoney Creek. They are repaired and delivered back to the warehouse at a cost to the Board of \$43,922 per year. The staff housed at the warehouse include a welder and very competent carpenters that should repair these chairs. The Board could save \$7.00 per chair which would generate a saving of approximately \$16,000 per year.

(G) storage of surplus furniture and equipment. If there is no central storage area for surplus, schools will be inclined to buy new furniture instead of recycling. Adding to costs.

(H) disposal of surplus books, furniture, equipment and supplies. The present Warehouse staff coordinate this operation. To eliminate the Warehouse staff would create complete chaos.

(I) store furniture when new school is not ready. The warehouse stores furniture and equipment that arrives before a school is ready to receive. if this practice is abandoned it could mean renting trailers and placing them on site. This would necessitate double handling all furniture.

(J) surplus from closed schools. The warehouse stores all surplus furniture and supplies from closed schools. They organize this surplus and arrange give away days for schools. Without this process its likely that this material would be scrapped.

(K) shipments to Kit Services and Computer Services. Computer Services store their form requirements at the warehouse. With no warehouse they would have to find room in the Education Centre for storage. Kit services would not have the benefit of the warehouse staff to help unload shipments with the pallet trucks.

(L) curriculum materials for subject coordinators. The warehouse presently receives large shipments of materials on behalf of subject coordinators until they have a chance to distribute the material to the schools. With no warehouse services this material will have to be ship directly to the schools and a premium shipping cost will have to be paid.

(M) confidential waste disposal. All schools presently send their confidential waste material to the warehouse for shredding. The material is then sent to Confidential Recycling Services in Markham. This should be done in house.

(N) supply cartons to schools. Thousands of cartons are supplied to the schools each year. Companies who provide cartons have fairly high delivery charges. The warehouse staff should pick up and deliver these cartons and reuse them instead of a one time use.

(O) delivery of bosun's chair. The warehouse makes arrangement for the bosun's chair to be delivered from school to school via Pack Cartage. The same procedure could be followed using the landscape trunk.

NOTE: Repairs to paper cutters, staplers and clocks are done through a vender picking them up from the warehouse. The cost is \$700.00 per year. It would be impossible to hire a vender who would be willing to travel to all of the schools to pick up these articles for repair. This means no repairs would take place and the Board would have to consider scrapping these articles and purchasing new ones. The ware house staff could do the repairs on site.

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PROPOSED STRUCTURE OF PLANT AND CARETAKING SERVICES DEPARTMENT

SUPERINTENDENT OF PLANT AND CARETAKING SERVICES

Manager Caretaking Training	Manager Design Serv.	Staff Ass. Electrical	Manager Eng. and Maintenance	Staff Ass. Mechanical
(13) Site Leaders	Asbestos Supervisor	Maintenance Supervisor	Grounds Supervisor	
Caretakers and Cleaners	Hazardous Waste Leader		Mechanical Team Leader	Building Analyst

PROPOSED REVISIONS OF 1981 AND 1982

REVISIONS OF 1981 AND 1982

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REVISIONS OF 1981 AND 1982

REVISIONS OF 1981 AND 1982

RECOMMENDATIONS FOR CONSIDERATION:

- (1) A new position of Superintendent of Plant and Caretaking Services be considered.**
- (2) That the motion passed at the Board re: the reduction of two positions from the warehouse be reconsidered.**
- (3) That the services presently being provided at the Dundurn street location be studied for possible relocation to the now closed Ainslie Wood school.**
- (4) That a study take place to determine what services presently being provided at the Dundurn facility, can be continued, reduced or expanded.**
- (5) That all staff involved in operations at the Dundurn Site be invited to provide input for the study.**

ATTACHMENT 2: THE CONSTITUTION

- (1) A new member of parliament at first and second sessions
before he is elected.
- (2) That the motion passed at the State for the election of two
members from the Government be reconsidered.
- (3) That the services provided by the members of the Government
be subject to the approval of the State for the election of two
members from the Government.
- (4) That a study be made in relation to the services provided
by the members of the Government and the results of the study
be reported to the State.
- (5) That an effort be made to establish a committee of the Government
to study the results of the study.

URBAN/MUNICIPAL

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1994

NOVEMBER, 1994

OPERATIONS AND FINANCE COMMITTEE

URBAN MUNICIPAL

DEC 15 1994

GOVERNMENT DOCUMENTS



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

1947/1948

1947/1948

1947/1948

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OPERATIONS & FINANCE COMMITTEE
1994 11 08

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MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 11 08

Present: Trustees Hill (Chairman), Desmarais, Korz, Lowe, Rogers and Allen.
Not
Present: Trustee Rodgerson.
Also
Present: Trustees Bishop, Cunningham, Hicks, Mulholland, Orban, Stewart and Wilson.
Officials
Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
R. Lavoie, Superintendent of Schools - French as a First Language
M. Matier (Assistant Superintendent of Schools - Mountain)
S. Thompson (Assistant Superintendent of Schools - Lower City)
G. Rutledge, Controller

Mrs. Hill called the meeting to order advising that regrets for not attending were received from Trustees Rodgerson and Johnston.

GENERAL

BUSINESS ARISING FROM THE MINUTES:

Verbal Response from the
Officials to Presentation
- Black Youth Achievement

Mr. Goodridge advised that Senior Management was neither prepared to forgive rental arrears nor change the present rental billing arrangement. Relative to their request for staffing, officials are suggesting that B.Y.A. pursue their request for assistance with the Wentworth County and Hamilton-Wentworth Roman Catholic Boards of Education as well as social agencies, based on their student population.

Moved Mr. Korz:

That the Verbal Response from the Officials to the Presentation by Black Youth Achievement be received for information.

Mr. Goodridge assured Mrs. Bishop that the issue of alternative programs will be addressed in the Secondary Futures Report.

The motion was put to a vote and was **CARRIED.**

Verbal Response from the
Officials to Presentation
- Home and School Council
re Ontario Parent Councils

Assistant Superintendents of Schools Matier and Thompson reported they are in the process of developing an action plan to encourage parent partnership in schools. A report will be brought to trustees in December, with implementation for January, 1995.

When questioned how this plan addresses the Council's presentation, Mr. Thompson advised that the plan endorses the involvement of the Home and School Associations. Both trustees and parent/community representatives will participate in the development and implementation of the plan.

Moved Ms. Orban:

That the Verbal Response from the Officials to the Presentation by the Home and School Council re Ontario Parent Council be received for information. CARRIED.

Verbal Report re
Implementation of Bill 119
- Tobacco Control Act

Ms. Brock-Woodland updated members regarding Bill 119, advising a draft policy and procedure will be presented to the December meeting of the Operations and Finance Committee. As proclamation of the Tobacco Act will occur on 1994 11 30, the Director will advise all Board sites of the requirements of this legislation. In addition, updated policies and procedures related to smokefree implementation need to be communicated to students, employees and parents. Ms. Brock-Woodland advised "schools", as defined under the Education Act, include school property.

Mrs. Hill remarked her concern that this legislation forces students onto the streets.

Moved by Canon Rogers:

That the Verbal Report regarding the Implementation of Bill 119 - Tobacco Control Act be received for information. CARRIED.

Proforma Budget - Three
Year Projection of
Expenditures/Revenues
(deferred at 1994 10
Operations and Finance)

Mr. Shewfelt reviewed the report, commenting the primary problem is revenue; expenditures are flatlined. The projected increase to the levy is \$13 million.

Miss Cunningham stated she was not prepared to move that the report be received for information because of the 10% increase. She proposed that the budget be prepared on the basis that there be no increase to the ratepayer.

Moved by Miss Cunningham:

That the Proforma Budget - Three Year Projection of Expenditures/Revenues be received for information with no increase to the ratepayer.

While trustees were agreed the increase was unacceptable, Mr. Desmarais urged the report be received for information, with officials being asked to evaluate the impact of a \$13 million reduction and report back.

Agreeing that information was needed, Miss Cunningham asked for and received permission to withdraw her motion.

Moved by Miss Cunningham:

That the Proforma Budget Report - Three Year Projection of Expenditures/Revenues be referred back to

the Officials.

Moved in amendment by Mr. Korz:

That the officials bring back a report showing the impact of a zero percent increase.

Mrs. Hill ruled that Mr. Korz' motion was not an amendment. She observed that trustees are reluctant to receive the report for information as they do not want the perception they are condoning a 10% increase.

The referral motion was put to a vote and was CARRIED.

Correspondence from the
Ontario Public School
Boards' Association re
Workers' Compensation
(deferred at 1994 10
Operations and Finance)

Mr. Allen requested that this issue be referred to the officials to apprise trustees further.

Moved by Mr. Allen:

That the Correspondence from the Ontario Public School Boards' Association re Workers' Compensation be referred to the officials for input and clarification as to the possible impact on this Board. CARRIED.

NEW BUSINESS:

Letter from Scouts Canada
re rental rates - requested
by Trustee Hill

Mrs. Hill advised she was satisfied that trustees had been made aware through the Chairman's memo dated 1994 11 04 that this increase had not been initiated by increased Board rental rates.

Presentation - Scouts
Canada and Girl Guides of
Canada

Mrs. Hill advised that the Boy Scouts had temporarily withdrawn this request pending the result of a meeting with the Culture and Recreation Department at City Hall this evening.

Presentation - Woodview
Children's Centre

Mr. Rick Ludkin of Woodview Children's Centre spoke of the impact on students, the schools and the Board that increased rental rates will have on their operations at Delta and Westdale. He observed it is ironic that the Board had approached the Centre to consider expanding its program at a time when it is making it more difficult to provide this service. Mr. Ludkin asked that the rent be reduced to a token \$1 in recognition of the benefits the Board derives from this program or that the present rent level be maintained for the foreseeable future.

Mr. Ludkin advised that the Centre has received 20 referrals in the last six months and that the proposed expansion is in its initial stages of discussion - but was a collaborative effort for more cost effective methods. He was unable to estimate the replacement cost to the Board for these services other than the cost of the teacher, support staff and consultation services.

It was agreed:

That the Presentation by Woodview Children's Centre regarding rental rates be referred to the Officials.

Annual Report on Public
Relations Planning - to
be deferred to 1995 01 10

It was agreed:

That the Annual Report on Public Relations Planning be deferred to the January, 1995 meeting of the Operations and Finance Committee.

Interim Financial Status
Report (as of 1994 09 30)

Ms. Polidori, Manager, Financial Services, presented the report.

Moved Canon Rogers:

That the Interim Financial Status Report (as of 1994 09 30) be received for information. CARRIED.

Future Format of Interim
Financial Status Report

Mr. Rutledge reviewed the report, elucidating on and comparing each of the three formats.

Moved by Miss Cunningham:

That the Report re Future Format of Interim Financial Status Report be received for information and the following recommendation approved:

i) That Appendix C form the basis of the Interim Financial Status Report commencing in 1995.

Stating she could not accept Appendix C, Mrs. Bishop expressed concern that the headings would not provide the information she and the public seek regarding how money is spent in relation to classrooms, buses, etc.

Mr. Shewfelt informed her that each heading would relate to a Tab in the Budget Book containing more specific, supportive information. Further, the intent is Superintendents will be available to respond to pertinent questions. Admitting the format is not permanent, he alluded to Ministry changes which may impact as well.

The motion was put to a vote and was CARRIED.

1994 Forecast of
Expenditures and Revenues

Mr. Shewfelt introduced the report noting the projection, based on information at the end of September, is subject to change. The anticipated deficit amounts to one-tenth of one percent of the budget or \$502,000.

Mr. Rutledge reviewed the report expanding on the Notes contained on pages 51 and 52.

In response to suggestions made by Mrs. Bishop, Mr. Binns agreed to consider including year-to-date monetary figures in the monthly Occasional Teachers' Report to the Personnel and Operations Committee.

Regarding Note 6, Mrs. Bishop asked for more information about the continued increase in Special Education transportation costs, recalling a recommendation from a Task Force two years ago to have students attend their neighbourhood schools. It was suggested that this information be incorporated into the annual Transportation Report to the Special Education Advisory Committee.

Clarification was sought regarding the tuition fee structure before the dialogue focused on the projected deficit. Mr. Goodridge assured members that Senior Management will be doing everything possible to minimize the deficit.

Moved Miss Cunningham:

That the 1994 Forecast of Expenditures and Revenues be received for information.

CARRIED.

Report re Educational
Purchasing Group,
Hamilton-Wentworth District

Mr. Goodridge stressed the significance of this "good news" report, thanking Mr. Hardman, Manager, Purchasing for his efforts.

Mr. Hardman announced the establishment of an Educational Purchasing Group and explained both the process from which this arrangement emanated and the benefits.

Moved by Mr. Allen:

That the Report re Educational Purchasing Group, Hamilton-Wentworth District be received for information and that a progress report be presented in the Fall of 1995.

Trustees expressed gratitude for the initiative shown by Mr. Hardman.

Miss Cunningham questioned what tracking is in place to ensure the Board is receiving better value and what the actual savings are, i.e. what base line was used for calculations and how those savings were spent. There are no figures in the report identifying savings.

Stating savings vary, Mr. Hardman responded that the biggest result is improved purchasing power through reduced pricing, i.e. stretching school funds. He admitted that much of what is "saved" is often spent on other supplies.

The motion was put to a vote and was **CARRIED.**

Request for Update -
Technological Renewal Grant
- Trustee Hill

Emanating from information provided during a previous Report, Mrs. Hill stated her understanding that Ministry grants were reduced from \$673,000 to \$376,000. Board funds in the amount of \$265,000 allocated to Technological Renewal were spent for that purpose.

Responding to questions, Miss Bond advised that the Board's submission identified projects by priority and the money received will be spent accordingly. She offered to place information relative to these grants in the Lounge.

Report of the AIDS Policy
Committee

Moved Canon Rogers:

That the following Report of the AIDS Policy Committee be approved:

a) That the Annual Review of the Policy and Guidelines regarding Acquired Immune Deficiency Syndrome/Human Immunodeficiency Virus Infection (AIDS/HIV) be received for information. CARRIED.

Report of the Special
Education Advisory
Committee

Moved Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

a) That the Identification, Placement and Review Committee (I.P.R.C.) Criteria be approved for implementation by the Board for January, 1995.

CARRIED.

Motion to Thank Chairman

Moved by Canon Rogers:

That the members express their appreciation to Sandy Hill for her competent and forthright manner in chairing this Committee through the past year. CARRIED.

ELEMENTARY/SECONDARY

BUSINESS ARISING FROM THE MINUTES:

Recommendations of the
Director of Education

In moving the report, Mr. Stewart advised he no longer questioned the educational value of out-of-country trips.

Moved by Mr. Stewart:

That the recommendations of the Director of Education be approved. CARRIED.

Request for Working Group
- Kindergartens
- Registration and Operation
- Trustee Bishop

Referring to her 1994 07 20 memo, Mrs. Bishop voiced concerns relative to improving kindergarten procedures/practices particularly as they relate to public relations. She asked that a working group be established to bring recommendations back in March, 1995, regarding registration practices, hopefully for implementation for next September.

Moved by Mrs. Bishop:

That a Working Group with trustee, principal and parent representation with consultation or membership from the Human Resources Department or Superintendents of Schools be formed to bring back recommendations in terms of Kindergarten registration practices. CARRIED.

The meeting then adjourned.

Read and confirmed,

URBAN/MUNICIPAL
CA4 ON HBL W 26
M34
1994

DECEMBER, 1994

OPERATIONS AND FINANCE COMMITTEE

URBAN MUNICIPAL

FEB 20 1995

GOVERNMENT DOCUMENTS



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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**MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1994 12 06**

Present: Trustees Cunningham (Chairman); Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Johnston, Johnstone, Korz, Mulholland and Rodgerson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent – Administrative and Operational Services
M. Quinn, Superintendent of Schools – Lower City
N. Nicholls, Superintendent of Schools – Mountain
G. Rutledge, Controller
M. Matier (Assistant Superintendent of Schools – Mountain)
S. Thompson (Assistant Superintendent of Schools – Lower City)
S. Rogers, Assistant to the Secretary

Miss Cunningham advised trustees that information regarding Transfer payments would be placed in their lockers and noted regrets for not attending had been received from Trustees MacDonald and Hill.

Moved by Canon Rogers:

That the minutes of the regular meeting of 1994 10 11 and special meeting of 1994 04 26 be approved.

CARRIED.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Verbal Response from the
Officials to the Presentation
by Woodview Children's Centre
regarding rental rates**

Mr. Shewfelt requested the deferral of this item to January, 1995.

Mrs. Bishop asked that the report also address rents charged to other Section 27 programs and rent charged to the Board for Section 27 programs housed in facilities, such as the Arrell Observation Home.

It was agreed:

That the Verbal Response from the Officials to the Presentation by Woodview Children's Centre re rental rates be received for information.

Report regarding:
**a) the principle of shared
occupancy of student
transportation vehicles**
**b) progress on
implementation of computerized
scheduling and bus routing
system**

Members were advised this item would be dealt with under the Report of the Transportation Committee.

Report re Smoke-free Policy

Ms. Brock-Woodland, Public Relations Officer, presented the report, briefly reviewing the Appendices. She noted the Board's mandate is to ensure all schools and property are smoke-free and to post "no smoking" signs, as

described in the Regulations. She recognized the Committee members who participated in the preparation of this Report.

Mr. Jamie Nunn, President, Students' Council, Hill Park Secondary School, provided information relative to action taken at Hill Park School in response to the requirements of the Act and its implementation.

Moved by Mr. Hicks:

a) That the Smoking in the Workplace Policy (1988) be rescinded and that the following be approved as the Smoke-Free Policy of the Board:

"Pursuant to the Tobacco Control Act (1994), effective 1994 11 30, smoking in all Hamilton Board of Education schools and on school property is totally banned; and consistent with the purposes of the Act, smoking in all other Hamilton Board of Education buildings and on Board property is also totally banned."

Please note:

Revised at 1994 12 15 Board

b) That the Board's Drug Education Policy (1991) be amended, pursuant to the Tobacco Control Act (1994) and consistent with Procedures for Violations of the Smoke-Free Policy set out in Appendix II, Administrative Detail, so that:

- (i) Section 3.4.3 be amended to read: "In secondary schools no tobacco usage is allowed on either the school premises or the school grounds."
- (ii) Section 3.4.3.2 will be amended to read: "If a student is found using tobacco products in the school building or on school property the Principal shall follow procedures for violations, as outlined in the Smoke-Free Policy, Section 10.2."

c) That the Board identify all Board properties that do not have the international "No Smoking" sign (at least 10 cm in diameter as stipulated in the regulations) posted on all building entrances and ensure that such signs are posted in compliance with the regulations.

d) That staff violations of the Smoke-Free Policy be addressed as set out in Appendix II, Administrative Detail, Section 10.1, consistent with the Board's Progressive Discipline Policy and Procedures, *Steps, Section B, Formal Process*.

e) That Disciplinary Action for Violations of the Smoke-Free Policy as set out in Appendix II, Section 10.1 Staff Infractions and 10.2 (b) Student Infractions, *On School Property*, be implemented effective 1995 01 16 to allow for an appropriate time period for communication to students and staff, as set out in Sections 8.1, 8.2 and 8.3

Trustees raised concerns about the following issues:

- .enforcement of the policy evenly across the system and equity for all employees
- .identification of property boundaries
- .whether employees could smoke in their vehicles parked on board property
- .message smoking gives to students
- .how infractions of the Smoke-Free Policy would be handled relative to rentals
- .responsibility for cleaning cigarette litter/debris
- .preference for continued use of designated smoking areas to avoid students congregating and littering neighbouring properties.
- .SALEP students located in the Education Centre

Ms. Brock-Woodland advised that the Public Health Department is responsible for enforcement and would also work with Principals regarding concerns about students congregating outside school property, trespassing or loitering.

Mr. Stewart indicated he would not support the inclusion of Dundurn or the Education Centre in this policy; Trustees Johnston and Johnstone supported a policy which encompassed those facilities to provide an appropriate role model for students.

Trustees Mulholland and Desmarais noted the Act does not set out disciplinary consequences for infractions and stated their concerns about the inequities that will arise among the different employee groups in the application of the Progressive Discipline Policy. Mr. Mulholland suggested amending Clause 4 to delete the Progressive Discipline Policy.

Offering the Tobacco Control Act may be flawed, Mr. Darby supported wholeheartedly the Board's implementation plan.

Moved in amendment by Mr. Stewart:

That Clause a) be amended to read:

a) That the Smoking in the Workplace Policy (1988) be rescinded and that the following be approved as the Smoke-Free Policy of the Board:

"Pursuant to the Tobacco Control Act (1994), effective 1994 11 30, smoking in all Hamilton Board of Education schools and on school property is totally banned.

Mr. Stewart requested that Clauses d) and e) be voted on separately.

Having similar concerns to Trustees Desmarais and Mulholland, Mrs. Rodgeron supported consistency of the policy at all Board sites. She stated her intent to refer Clauses d) and e) back to the officials.

The amendment was put to a vote and was LOST.

Clause a) was put to a vote and was CARRIED. Trustees Cunningham and Desmarais requested they be recorded as voting opposed.

Clause b) was put to a vote and was CARRIED.

Clause c) was put to a vote and was CARRIED.

Moved in amendment by Mrs. Rodgeron:

That Clauses d) and e) in the Smoke-Free Policy be referred back to the Officials.

When asked the direction for the referral, Mrs. Rodgeron advised she wanted further clarification regarding comments about the incongruity between the legislation's monetary penalties and those outlined in the Progressive Discipline Policy.

The amendment was put to a vote and was LOST.

Clause d) was put to a vote and was CARRIED.

Clause e) was put to a vote and was CARRIED.

Moved by Mr. Mulholland:

That the following statement from Page 6 be added to the recommendations of the Smoke-Free Policy:

a) That the Hamilton Board of Education support the Tobacco Control Act as health legislation that regulates how tobacco is sold and used. It is designed mainly to reduce smoking by young people and protect Ontarians from second-hand smoke. CARRIED.

Miss Cunningham thanked Ms. Brock-Woodland and Mr. Nunn.

At this point in the meeting, Superintendent Binns was appointed Secretary Pro Tem.

Report re Parents and Community as Effective Partners

Assistant Superintendents Matier and Thompson presented the report and a plan for a systematic pro-active approach at the school and system level to encourage parent/community involvement. Five levels of parental involvement were outlined.

Moved by Canon Rogers:

That the Report regarding Parents and Community as Effective Partners be received for information and the following recommendation approved:

a) That a report regarding implementation progress be provided to the Operations and Finance Committee by June, 1996.

Mr. Goodridge remarked that the purpose of this report is to provide trustees with an opportunity to examine this issue before the Royal Commission Report in January. Acknowledging the Board is blessed with the Home and

School parental involvement model, Mr. Goodridge noted there are other models, such as that at Lake Avenue School.

Mr. Matier clarified that the report refines and develops the existing practices into a framework to be implemented in all our schools.

Several trustees were concerned about the staff time involved in the development of this report and the possibility it may be for naught once the Royal Commission Report is presented.

Trustees also raised concerns about:

- .the lack of change in the "power base"
- .active involvement of Home and School and parents, not just in focus groups
- .the Retention Action Plan not referred to as a supporting document.
- .possible negative reaction from the public similar to that experienced with the Action Groups' recommendations.

Referring to the Action Planner, Mrs. Bishop noted the intent was to establish focus groups (involving people from the community) to develop resource documents for each of those five levels of parental involvement. While supportive of the document as a whole, Mrs. Bishop felt that this process may be frustrating for parents and community as it appears the framework for involvement has been decided in advance "top down".

Mr. Korz indicated he would wait for speakers before making a motion to table this report.

In response to questions, Mr. Matier conceded that some schools have parent councils, but clarified that these were not the same as the Ontario Parent Councils under the Royal Commission.

Stating his reluctance to involve staff further with this document until the release of the Royal Commission Report, it was

Moved in amendment by Mr. Korz:

That the Report regarding Parents and Community as Effective Partners be tabled. **LOST.**

The motion was put to a vote and was **CARRIED.**

NEW BUSINESS:

Re-Constitution of Ad-Hoc Committees

a) AIDS Policy Committee

b) Trustee Communications Committee

c) Transportation Committee (to be deferred to January)

Moved by Ms. Orban:

a) That the Aids Policy Committee be reconstituted for 1995 to consist of five members appointed by the Chairman of the Board and that the mandate of the Committee be to:

i) review current practices at least on an annual basis and assess the need for the revision of policies in line with current developments in the

medical/legal communities while maintaining a close liaison with the Medical Officer of Health in evaluating all new information with respect to AIDS/HIV. (Acquired Immune Deficiency Syndrome/Human Immunodeficiency Virus Infection).

ii) That the Trustee Communications Committee be re-constituted for 1995 to consist of five trustees to investigate the impact of electronic information gathering, processing and dissemination available to trustees in an attempt to establish communication guidelines for trustees that could be used [in the production of newsletters*] and other forms of trustee communications and that the Committee report to the Operations and Finance Committee. * completed **CARRIED.**

**Membership – Special
Education Advisory Committee**

Moved by Mrs. Bishop:

That the membership of the Special Education Advisory Committee be approved as presented. **CARRIED.**

Mr. Desmarais questioned whether Senior Management had any concerns about a possible conflict of interest by Hamilton–Wentworth Roman Catholic Separate School Trustee Newberry serving as a Resource to the Committee.

Mrs. Bishop confirmed Dr. Newberry has represented Chedoke–McMaster Hospitals for six years in this capacity and is not a voting member.

Mr. Korz pointed out that Dr. Newberry would be governed by the Municipal Conflict of Interest Act and Mr. Darby noted the situation does not differ from trustees who work for another Board.

**Correspondence from the
Ontario Public School Boards'
Association (OPSBA) regarding
Social Contract Expenditures
(referred at 1994 11 17 Board)**

As the Board's OPSBA delegate, Mr. Mulholland provided the background rationale for Social Contract expenses billed by OPSBA. He advised this resolution was approved at an OPSBA conference, and despite his voting against this surcharge, he supported payment of \$2,140.00 as a matter of democracy.

Opposed to paying legal costs associated with the Social Contract, it was

Moved by Mr. Korz:

That the Board send a letter to the Ontario Public School Boards' Association (OPSBA) indicating we will not be paying the Social Contract contribution totalling \$2,140.00.

In support of the motion, Mr. Darby questioned spending Hamilton tax dollars to help other Boards as our Board was one of the first boards to meet Social Contract targets.

A number of trustees spoke of the OPSBA motion as a duly approved resolution which, in the democratic principle, must be supported.

Mr. Mulholland clarified that this charge cannot be tied to the Legal Defense Fund but represents costs incurred by OPSBA relative to the Social Contract. He added OPSBA delegates were simply being accountable in bringing this to the members' attention.

Miss Cunningham stated she may have been in error accepting this motion rather than one to receive for information.

The question was called and CARRIED.
The motion was put to a vote and was LOST.

Mr. Korz voiced his concern about the neutrality of the Chairman on this issue and Miss Cunningham responded her comments were for clarification.

Moved by Dr. Johnston:

That the correspondence from the Ontario Public School Boards' Association (OPSBA) regarding Social Contract expenditures be received for information and the \$2,140.00 Social Contract contribution be paid.

CARRIED.

Annual Report on Pupil Suspensions

Mr. B. Schofield, Supervisor, Adjustment Services and Alternative Education, presented the report, advising it had been altered to reflect the Ministry's format. In summarizing the report, he remarked suspensions apply to 2.2% of total students and 90% are for five days or less. Mr. Schofield concluded the increase in suspensions is indicative of stressors in society today.

Disturbed by the increase in the number of suspensions, Mrs. Bishop sought information about the percentages of suspensions in elementary and secondary schools, reasons for the suspensions and a comparison provincially; however, she was advised these details were not contained in the Ministry's format. Mrs. Bishop requested such information be provided next year. She was also concerned that the data base does not reflect students who have more than seven suspensions.

Moved by Ms. Orban:

That the Suspension Report 1993-1994 be received for information and be updated annually.

CARRIED.

a) 1994 Accommodation Report - Final Copy b) 1995 Capital Expenditure Forecast

Miss Gillie presented the report, acknowledging the work of the committee members listed on Page 45 of the Report. She explained the majority of the Final Copy of the Accommodation Report contains information previously presented to trustees with the exception of the following new information: Plant Section - detailing the most current information, Appendix B - the presentation not the content, and Appendix C - preliminary information re Facilities Renewal. Miss Gillie provided a brief rationale relative to the summary of recommendations listed on Page 52. In concluding her comments, she noted that an advance copy of the Capital Expenditure Forecast has been filed as required by the Ministry pending Board approval.

Miss Gillie confirmed for Canon Rogers that Phase I of the Glendale project was approved in Schedule A of the Canada–Ontario Infrastructure Works (COIW) program and financing of this project will be split evenly between provincial, federal and local share. He was assured that the initial phase would include major mechanical and electrical renovations and community input would be part of this process.

While all recommendations are subject to budget review, Miss Gillie noted that some recommendations do not specifically include this wording, i.e. #3, #8 and #9. It is anticipated that activity may have to occur prior to budget approval on these issues.

Moved by Mr. Mulholland:

That Recommendation #2, Page 52 of the Accommodation Report – Final Copy be amended to read:

a) That the Dundurn Facility be closed no later than December 1996 by relocating, consolidating, eliminating or expanding the operations currently located at the facility.

Mr. Mulholland explained that this change would allow for the operations to be expanded to include other services as outlined in his proposal regarding the Dundurn facility.

The motion was put to a vote and was CARRIED.

Moved by Mr. Mulholland:

That Recommendation #3, Page 52 of the Accommodation Report – Final Copy be deleted and replaced with following:

a) That the operations currently located at the Dundurn facility be relocated, consolidated, eliminated or expanded as determined by the employees who are presently involved in those operations, in consultation with appropriate staff.

Miss Gillie explained that the rationale for the \$30,000 relates to assistance in examining the facility and assessing some sites available within the Board for operations presently located at Dundurn. Stating we do not have the level of expertise available through the consultant – nor did she have staff to dedicate to this project – Miss Gillie stressed the intent is to expedite the closure of Dundurn. This allocation would also allow for some initial operational costs with the majority of the move taking place in 1996.

Dr. Johnston felt that the motion could be improved and would make an amendment if the motion was defeated.

Comments in support of the motion included:

- .giving on-site employees responsibility and opportunity to make recommendations.
- .preference to hire staff rather than spend money on consultants
- .use staff as consultants

.use money from the sale of Dundurn site to cover costs involved in closing Dundurn.

Comments opposed:

- .employee input would be sought/staff have already provided some input
- .trustees make the final decision in the best interest of the Board
- .eliminates all monetary allocations
- .dedication of staff to the Dundurn project would impact on other projects

Trustees Bishop and Darby suggested the original recommendation should be amended rather than replaced.

Mr. Mulholland received permission to make a friendly amendment in his motion – the replacement of the words "**as determined**" with the words "**as recommended**".

Miss Gillie emphasized the consultants will not be used to assess the operation at Dundurn but advise as to what to do with the building, how to prepare it for sale and the best way to relocate operations.

The following motion was put to a vote and was LOST:

That the operations currently located at the Dundurn facility be relocated, consolidated, eliminated or expanded as recommended by the employees who are presently involved in those operations, in consultation with appropriate staff.

Moved by Dr. Johnston:

That Recommendation #3, Page 52 of the Accommodation Report – Final Copy be approved. **CARRIED.**

When Mr. Darby attempted to move recommendations 4 through 6, Miss Cunningham referred members to the three recommendations on Page 43 of the Report rather than those listed on Page 52.

In response to queries regarding Ministry Capital funding, Miss Gillie commented she does not expect to receive funding before year's end. Funding for the CEF Forecast is not normally received until April or later.

In discussing Central School and the exodus of the tenant, Dalton Insurance, Miss Gillie informed Mr. Mulholland that no offer has been made by CUPE 1344 regarding renovations to this property. Mr. D. O'Connor, Design Engineer, added that the final breakdown of the work to be done has not been completed.

Moved by Dr. Johnston:

a) That the Final Copy of the 1994 Accommodation Report be received for information.

b) That the recommendations in the Accommodation Report be approved as amended.

c) That the 1995 Capital Expenditure Forecast be approved for submission to the Ministry of Education and Training.

Mr. Mulholland asked that these motions be voted on separately.

Mr. Stewart wondered about the possible impact of recommendations emanating from the Royal Commission Report on the feasibility study for Georges-P.-Vanier and Miss Cunningham reminded him this was subject to budget review.

Clause a) was put to a vote and was CARRIED.

Clause b) was put to a vote and was CARRIED.

Clause c) was put to a vote and was CARRIED.

Observing the next item would take the meeting beyond 23:00 hours, Miss Cunningham reminded trustees a motion would be needed to continue past that time.

Report re Education Centre
Parking Lot and Security of
all Board Sites

Mr. Binns presented the report indicating that the Corps of Commissionaires had refused our request for a three-month extension of our contract because their employees had unionized. Stating the Board had been well-served by the Commissionaires, Mr. Binns indicated the necessity for us to hire them as a group of individuals on a temporary basis until the changeover was complete.

Moved by Mrs. Lowe:

That the Committee continue to meet beyond 23:00 hours.

CARRIED.

Remarking it was his intent to refer the recommendations back to the Committee, it was

Moved by Mr. Mulholland:

That two trustees be added to the membership of the Committee studying the Education Parking Lot and Security of all Board Sites.

Responding to queries regarding lost revenue from the parking lot, Mr. Binns clarified the Board is not making money on public parking and anticipated a \$94,000 saving in the operation of the parking lot.

Supportive of Mr. Mulholland's intent to refer the recommendations back, Mrs. Rodgeron asked him for further clarification.

While the additional trustees will provide better communication to the trustees, Mr. Mulholland identified areas of concern as follows: equity of access for employees, rate charged for parking to employees/trustees, revenues generated by the lot, public evening access, a fee based on maintenance and snow removal. In addition he wanted more information regarding the use of mechanical gates and cards for access, i.e. 24 hours/seven days a week, or limited access. Although supportive of Clauses 3 and 4, he wanted to know costs involved in Clause 5.

Mrs. Rodgerson also asked that the issue of security cameras be re-examined.

Supportive of Mr. Mulholland's direction, Mr. Stewart suggested that Clauses 2 b), 2 c), 4 and 5 be referred back to the Committee, thereby separating the issues of the parking lot and security.

The question was called and it was CARRIED.

The motion was put to a vote and was CARRIED.

Moved by Mr. Darby:

That the following recommendations of the Report regarding Education Centre Parking and Security of all Board Sites be approved:

2 b) That the current security system at the Education Centre be modified to monitor exterior doors, no heat signal and fire alarms effective 1995 01 01.

2 c) That a closed circuit television system be installed throughout the Education Centre effective 1995 01 01.

4) That closed circuit television cameras be installed at Sanford Avenue Elementary School to enhance the perimeter security effective 1995 01 01.

5) That security monitoring of all Board sites be transferred to a security monitoring company effective 1995 01 01.

The following information was provided:

Cameras will be in operation 24 hours per day, focused on entrances, exits and stairways only, not worksites. Monitoring of cameras will be transferred off-site, but the video will be available for review. The building will be identified as being under video surveillance.

Concerns raised:

- .systems can be penetrated
- .cameras do not prevent theft or assault
- .electronic surveillance cannot replace humans

At this point in the discussion, Mr. Darby requested and received permission to include Clause 2 a) in his motion.

2 a) That the Board install an electronic card access system at the Education Centre at the King Street access (rear entrance) effective 1995 01 01.

Upon being advised of the costs involved in these clauses, Mr. Mulholland suggested this issue be referred to budget; however, Miss Cunningham noted that the Officials would like to act on this quickly.

Trustees were concerned that monitoring of cameras would not occur on an on-going basis. Mr. Hicks suggested that a mix of surveillance equipment and people monitoring is needed. He was afraid that security would not increase as a result of this report. If security was the priority, he preferred

the whole report be referred back.

Moved by Mr. Mulholland:

That recommendations 2 a), 2 b), 2 c), 4 and 5 of the Report regarding Education Centre Parking Lot and Security of all Board Sites be referred back to the Committee. **CARRIED.**

Moved by Mrs. Rodgers:

That the following recommendations of the Report regarding Education Centre Parking Lot and Security of all Board Sites be referred back to the Committee:

1) That the Board install mechanical parking gates with electronic card access at the Education Centre effective 1995 01 01.

3) That the Violin Programme be transferred to another Board site effective 1995 01 01. **CARRIED.**

Dr. Johnston supported Mr. Binns' stance that recommendations 1 and 3 need to be acted upon. He asked that in future meetings, consideration be given to public parking, but agreed both staff and trustees should pay for parking. He urged approval of these clauses with an evaluation report in three months' time after implementation.

Mr. Hicks asked for the opportunity to sit on the committee.

The question was called and was **CARRIED.**

The motion was put to a vote and was **CARRIED.**

Given the lateness of the hour, it was agreed that this meeting continue following the Personnel and Organization Committee meeting on Thursday, 1994 12 08.

Mrs. Lowe indicated she could not attend on that date.

The meeting then adjourned.

Read and confirmed,

RESOLUTIONS OF THE SPECIAL MEETING OF THE OPERATIONS AND FINANCE COMMITTEE

1994 12 08

Present: Trustees Cunningham (Chairman), Desmarais, Orban, Rogers and Stewart.
Not

Present: Trustees Hicks and Lowe.

Also

Present: Trustees Darby, Gage, Johnston, Korz, Mulholland and Rodgeron.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
P. Gillie, Superintendent – Administrative and Operational Services
G. Rutledge, Controller
S. Rogers, Assistant to the Secretary

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GOVERNMENT DOCUMENTS

GENERAL

NEW BUSINESS:

Correspondence from the Minister of Education and Training regarding calculation of pooling

Mr. Shewfelt reported that in an undated letter to the Board, the Ministry has accepted our calculations for the loss in commercial and industrial assessment. It is anticipated that these changes will result in increased revenues for the years subsequent to and including 1992.

Moved by Mr. Darby:

That the Correspondence from the Minister of Education and Training regarding calculation of pooling be received for information. CARRIED.

Request for Update re Education Development Charges (Lot Levies) – Trustee Stewart

Officials advised they had no knowledge prior to an article appearing in the newspaper that the Wentworth County Board of Education is pursuing the implementation of lot levies. Mr. Shewfelt noted the issue of lot levies will also be addressed in the Supreme Court this Spring.

It was agreed:

That the Update re Education Development Charges (Lot Levies) be received for information.

CARRIED.

Report of the Transportation Committee

Mr. Stewart took the Chair.

Moved by Mr. Desmarais:

That the following Report of the Transportation Committee be approved:

a) That the Report regarding the Joint Transportation Project be received for information and the following recommendations approved:

i) That the Board participate in the Joint Transportation Project to implement a computerized routing and scheduling system.

ii) That the Superintendent of Finance and Treasurer proceed to finalize the details of the joint contract.

iii) That the Director correspond with the Hamilton-Wentworth Roman Catholic Separate School Board to determine the implementation date for shared occupancy.

iv) That a progress report be provided in November, 1995.

Moved by Miss Cunningham:

That Clauses i), ii), and iv) of the Report of the Transportation Committee be tabled.

Miss Cunningham requested these Clauses be tabled and that only Clause iii) be dealt with in order to clarify the Hamilton-Wentworth Roman Catholic Separate School Board's intent with respect to shared occupancy.

After further discussion, the motion was put to a vote and was CARRIED.

Miss Cunningham acknowledged shared occupancy would impact on other issues i.e. integration of students on buses, or using same bus for services and changes in our "walking distance" policy. She observed that this Board will also derive savings through double and triple running of our own buses in addition to savings through inter-Board sharing of transportation.

Mr. Shewfelt stressed that Clauses i), ii) and iv) relate to the implementation and use of the Edulog routing system and can proceed without Clause iii). The grant application relates to Clauses i) and ii) and it is his expectation that Clause iii) would eventually be accommodated in the future.

Moved in amendment by Dr. Johnston:

a) That the Director correspond with the Hamilton-Wentworth Roman Catholic Separate School Board to determine its support for, and a possible implementation date for, shared occupancy. CARRIED.

The motion as amended was put to a vote and was CARRIED.

Re-constitution of the Transportation Committee

Moved by Canon Rogers:

That the Transportation Committee be reconstituted for 1995 to consist of five members appointed by the Chairman of the Board and that the mandate of the committee be to receive the response regarding correspondence with the Hamilton-Wentworth Roman Catholic Separate School Board to determine its support for, and a possible implementation date for, shared occupancy. CARRIED.

Request for Tri-Board Initiative re Sharing of Transportation Officer - Trustee Cunningham

It was agreed:

That the Request for Tri-Board initiative re Sharing of Transportation Officer be deferred until a response from the Hamilton-Wentworth Roman Catholic Separate School Board regarding shared occupancy has been received.

ELEMENTARY/SECONDARYNEW BUSINESS:Recommendations of the Director of Education

Moved by Mr. Darby:

That the recommendations of the Director of Education be approved as presented.

CARRIED.

Re-Constitution of the Name Search Committee – Mountain Secondary School

Moved by Mr. Darby:

That the Name Search Committee – Mountain Secondary School be reconstituted for 1995 to consist of five trustees appointed by the Chairman and that the mandate of the Committee be:

- a) Report of the Name Search Committee – Mountain Secondary School dated 1994 05 25.

CARRIED.

The meeting then adjourned.

Read and confirmed,

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Chairman

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